# TRAFFIC IMPACT ASSESSMENT

# PHILADELPHIA CASINO & HOTEL FRONT STREET AND PATTISON AVENUE PHILADELPHIA, PA

Prepared For:

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### **EXECUTIVE SUMMARY**

PHL Gaming, LLC retained Langan Engineering and Environmental Services, Inc. to conduct a traffic impact assessment for the proposed construction of a new hotel and casino. The new hotel and casino is proposed to be located along Pattison-Avenue between Front Street and 3rd Street in the City of Philadelphia, Pennsylvania. We have prepared this assessment in accordance with standard accepted methodologies.

### **Project Description**

The casino will provide gaming consisting of 2,400 slot machines, 80 gaming tables and 25 poker tables. In addition, non-gaming space that is typical to casinos will be provided. The non-gaming space will consist of eating areas for patrons and back of house space for the casino operation, among other things. The hotel will provide 250 rooms that will largely be used by casino patrons.

The casino and hotel will be located between Front Street and 3rd Street, which is to the east of the Philadelphia Sports Complex. Site access for patrons will be provided along Front Street. All delivery and service access will be provided via 3rd Street. The site location is shown in Figure 1.

## Study Area

We assessed the casino and hotel traffic for the following critical intersections:

- Front Street and I-95 Ramps (To/From the North)
- Front Street and I-76 Ramp (From the East)/I-95 Ramp (To the South).
- Front Street and I-76 Ramp (To the East)
- Front Street and Packer Avenue

### Trip Generation

We used data for another Pennsylvania casino and data compiled by the Institute of Transportation Engineers (ITE) as contained within the ninth edition of <u>Trip Generation</u>, to estimate trip generation for the casino and hotel. We then adjusted the estimated trip generation to account for available mass transit and the synergy and effects of an event at the Philadelphia Sports Complex. During non-event times at the Philadelphia Sports Complex, we estimate the casino and hotel will conservatively generate approximately 1,400 new trips (902 entering vehicles and 498 exiting vehicles) during the weekday evening peak hour and approximately 1,135 new trips (528 entering vehicles and 607 exiting vehicles) during the Saturday evening peak hour. During event times at the Philadelphia Sports Complex, we estimate the casino and hotel will conservatively generate approximately 980 new trips (631

entering vehicles and 349 exiting vehicles) during the weekday evening peak hour and approximately 795 new trips (370 entering vehicles and 425 exiting vehicles) during the Saturday evening peak hour.

## **Trip Distribution**

We determined the directional distribution of site generated traffic by reviewing traffic volume data contained in the <u>Philadelphia Sports Complex Parking and Traffic Management Plan</u> report dated 21 September 2010 and prepared by Langan. A copy of that report is in Appendix A. We then identified overall travel patterns to and from the Philadelphia Sports Complex, which we reasonably expect will be the same for the casino and hotel. Based on our review, we anticipate that 60% of site traffic will use I-76 and I-95 and 40% will use local roads to travel to and from the site.

### Traffic Assessment

During event times at the Philadelphia Sports Complex, the critical intersections accommodate high traffic volumes. The addition of the casino and notel traffic during event times will not create a significant impact and any changes to traffic operations will be imperceptible. The hotel and casino traffic is a fraction of the traffic generated by events at the Philadelphia Sports Complex. Accordingly, we expect that during non-event times, the critical Front Street intersections will easily accommodate the casino and hotel traffic with favorable traffic operations.

The site is ideal for the proposed casino and hotel from a traffic perspective. The majority of site traffic impact will be relegated to a small section of Front Street between the I-76 and I-95 ramp intersections and the site. Consequently, the majority of site traffic will not have to travel anywhere near the Philadelphia Sports Complex to access the site, which will minimize the site traffic impact on the Philadelphia Sports Complex area.

PHL Gaming, LLC plans to utilize a shuttle bus or trolley service that will run along Pattison Avenue between the site and Broad Street during events at the Philadelphia Sports Complex. The shuttle service will allow event patrons to easily-travel to and from the casino and hotel without having to use their own vehicle, which will further reduce the site traffic impact on the Philadelphia Sports Complex area. Moreover, the casino and hotel will allow event patrons to arrive earlier or depart later for events, which will improve traffic operations in the Philadelphia Sports Complex area. Event patrons can also park at the casino and hotel and then use the shuttle service to travel to the Philadelphia Sports Complex, which will also improve traffic operations in the Philadelphia Sports Complex area.

## INTRODUCTION

PHL Gaming, LLC retained Langan Engineering and Environmental Services, Inc. to conduct a träffic impact assessment for the proposed construction of a new hotel and casino. The new hotel and casino is proposed to be located along Pattison Avenue between Front Street and 3rd Street in the City of Philadelphia, Pennsylvania. We have prepared this assessment in accordance with standard accepted methodologies.

## **Project Description**

The casino will provide gaming consisting of 2,400 slot machines, 80 gaming tables and 25 poker tables. In addition, non-gaming space that is typical to casinos will be provided. The non-gaming space will consist of eating areas for patrons and back of house space for the casino operation, among other things. The hotel will provide 250 rooms that will largely be used by casino patrons.

The casino and hotel will be located between Front Street and 3rd Street, which is to the east of the Philadelphia Sports Complex. Site access for patrons will be provided along Front Street. All delivery and service access will be provided via 3rd Street. The site location is shown in Figure 1.

### Study Area

We assessed the casino and hotel traffic for the following critical intersections:

- Front Street and I-95 Ramps (To/From the North)
- Front Street and I-76 Ramp (From the East)/I-95 Ramp (To the South)
- Front Street and I-76 Ramp (To the East)
- Front Street and Packer Avenue

Figure 1 - Site Location Map

### DESCRIPTION OF EXISTING CONDITIONS

This section generally describes the road network, mass transit and traffic volumes near the site.

### .Road Network

The road network near the site primarily serves the Philadelphia Sports Complex and provides considerable road capacity to accommodate event traffic at the complex. Front Street, 7th Street, Darien Street, 10th Street and Broad Street provide the north-south traffic flow near the site. Pattison Avenue and Packer Avenue provide the east-west traffic flow near the site. I-76 and I-95 provide regional access to this area with various ramp connections along Front Street, Darien Street and Broad Street.

The casino and hotel site is located along Front Street and is less than a half mile from the Front Street intersections with ramps to 1-76 and 1-95. The close proximity of the site to these ramp intersections provides efficient access to the regional highway network that is unique only to the site.

### Mass Transit

Subway service is provided along Broad Street to the west of the site. The last stop of the Broad Street line is at Pattison Avenue, which is approximately one mile to the west of the site. Bus service is also provided along Packer Avenue and 10th Street to the west of the site.

#### Traffic Volumes

We previously prepared the <u>Philadelphia Sports Complex Parking and Traffic Management Plan</u> report dated 21 September 2010 to identify ways to better manage parking and traffic operations during events at the Philadelphia Sports Complex. A copy of that report is in Appendix A. As part of that report, traffic counts were conducted during a Phillies game and an Eagles game. The traffic counts began approximately 2-3 hours prior to the start of an event and continued until approximately 1-2 hours following the end of an event.

The Phillies game counts were conducted on Thursday, October 8, 2009 for a 2:37pm game. The pre-game counts were conducted from 12:00pm until 3:00pm and the post-game counts were conducted from 5:00pm until 8:00pm. It is also important to note that a Flyers game was scheduled that evening at 7pm at the Wachovia Center which did cause additional traffic volume because of departure for the Phillies game and the arrival for the Flyers game.

The Eagles game counts were conducted on Sunday, October 11, 2009 for the 1:00pm game. The pre-game counts were conducted from 10:00am until 1:30pm and the post-game counts were conducted from 3:30pm until 6:00pm.

Table 1 shows the peak hour volumes identified for the critical Front-Street intersections based on the traffic counts conducted during the Phillies and Eagles games.

Table 1 – Intersection Peak Hour Traffic Volumes
Event Times

Volume Range
2,100-2,400
2,950-3,100
2,400*
2,100-2,400

This intersection was only counted once so there is no volume range.

As can be seen in Table 1, during event times at the Philadelphia Sports Complex, the critical Front Street intersections accommodate high traffic volumes.

### SITE TRIP GENERATION AND DISTRIBUTION

This section of the report covers site generated trips and trip distribution.

### Trip Generation

Typically, trip generation is estimated by using trip rates contained within the ninth edition of Trip Generation, published by the Institute of Transportation Engineers (ITE). The ITE does not have any trip rates for a casino like the one proposed, so we reviewed trip rates established by another firm for a regional Pennsylvania casino as a comparable. The peak traffic hours for that regional Pennsylvania casino were identified to be Friday evening from 5:00PM to 6:00PM and Saturday evening from 6:00PM to 7:00PM. Table 2 shows the trip rates used for estimating the trip generation of the proposed casino.

Table 2 - Casino Trip Rates (Trips/Slot Machine)

Friday E Peak	_	Saturday Peak	. •
Enter:	0:25	Enter	0.13
<u>Exit</u>	<u>0.13</u>	<u>Exit</u>	<u>0.16</u>
Total	0.38	Total	0.29

The proposed casino will have 2,400 slot machines, 80 gaming tables and 25 poker tables. The gaming tables can accommodate up to nine players and the poker tables can accommodate up to seven players. Accordingly, the total of 3,295 players that can be accommodated on the casino floor was used to estimate the trip generation shown in Table 3.

Table 3 - Estimated Casino Trip Generation

Friday Evening Peak Hour		Saturday Peak	
Enter	824	Enter	428
<u>Exit</u>	<u>428</u>	<u>Exit</u>	<u>527</u>
Total	1,252	Total	955

We used ITE hotel trip rates to estimate trip generation for the proposed 250-room hotel as shown in Table 4.

Table 4 - Estimated Hotel Trip Generation

Friday E Peak I	_	Saturday Peak	
Enter	78	Enter	100
<u>Exit</u>	<u>70</u>	<u>Exit</u>	. <u>80</u>
Total	148	Total	180

Table 5 shows the total estimated trip generation for the proposed casino and hotel.

Table 5 - Estimated Casino and Hotel Trip Generation

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Friday Evening Peak Hour		Saturday Peak	7 )	
Enter	902	Enter	528	
<u>Exit</u>	· <u>498</u>	<u>Exit</u>	<u>607</u>	
Total	1,400	Total	1,135	

The trip generation estimates in Table 5 are higher than what will actually occur for several reasons. First, the Broad Street-subway line and nearby bus routes are within walking distance of the site. We expect a portion of casino patrons will use mass transit and then walk to the site similar to other entertainment areas in the city like South Street. In addition, to accommodate patrons using the Broad Street subway during event times, PHL Gaming, LLC will provide shuttle bus or trolley service along Pattison Avenue between Broad Street and Front Street to transport people between the site and the subway and the Philadelphia Sports Complex. Second, the hotel will largely be used by casino patrons and will not necessarily generate its own traffic. Finally, the Philadelphia Sports Complex will provide a synergy with the casino. People coming to an event at the Philadelphia Sports Complex can easily walk over to the casino or take the shuttle service that will be provided by the casino, further reducing the traffic that would be generated by the casino. The opposite is also expected where event patrons would come to the casino and hotel and park and then walk or take the shuttle service over the Philadelphia Sports Complex, which would improve traffic operations in the complex area.

During non-event times at the Philadelphia Sports Complex, we have not accounted for any trip generation reductions to perform a conservative assessment. During event times at the Philadelphia Sports Complex, we have accounted for some trip generation reductions. As cited in the Philadelphia Sports Complex Parking and Traffic Management Plan report, during event times entertainment venues in and around the Philadelphia Sports Complex will experience trip generation reductions. Trip generation reductions are attributed to linked trips, which are made by event patrons coming to the Philadelphia Sports Complex who also go to an entertainment

venue while at the complex. Trip generation reductions are also attributed to a stay-away factor, which involves potential entertainment venue patrons who stay away during an event at the Philadelphia Sports Complex. The linked trips and the stay away factor could reduce the casino and hotel trip generation by as much as 50%; however, to perform a conservative assessment we have assumed a 30% reduction in trip generation to account for mass transit usage, linked trips and the stay-away factor during event times.

Table 6 shows the total estimated trip generation for the proposed casino and hotel during event times at the Philadelphia Sports Complex.

Table 6 – Estimated Casino and Hotel Trip Generation Event Times

Friday E Peak		Saturday Peak I	. •
Enter	631	Enter	370
<u>Exit</u>	<u>349</u>	<u>Exit</u>	<u>425</u>
Total	980	Total	7.95

# Trip Distribution

We reviewed the traffic volumes identified in the <u>Philadelphia Sports Complex Parking and Traffic Management Plan</u> report. Based on those traffic volumes, we identified overall travel patterns to and from the Philadelphia Sports Complex. Table 7 outlines the resulting trip distribution to and from the Philadelphia Sports Complex, which we reasonably expect will be the same for the casino and hotel.

Table 7 - Overall Trip Distribution

To/From	Percent
1-95 – North	15%
I-95 – South	15%
I-76 – East	15%
I-76 ~ West	15%
Broad Street - North	20%
10 <sup>th</sup> Street - North	5%
7th Street - North	5%
Front – Street - North	10%

Based on the available ramps to the regional highways and the expected travel paths for casino and hotel patrons we identified the trip distribution for the Front Street critical intersections as outlined in Table 8.

Table 8 - Intersection Site Trip Distribution

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Intersection	Site Trip Percentage		
Front Street & I-95 Ramps Front Street & I-76/I-95 Ramps	25%		
Front Street & I-76/I-95 Ramps	40%		
Front Street & I-76 Ramp	48%		
Front Street and Packer Avenue	71%		

### TRAFFIC ASSESMENT

This section of the report identifies the traffic volumes at the critical Front Street intersections during non-event and event times at the Philadelphia Sports Complex and qualitatively assesses site traffic impacts.

# Traffic Volumes Comparison

We conservatively compared the traffic volumes for the critical Front Street intersections with the highest estimated site traffic volumes that will use those intersections during event and non-event times at the Philadelphia Sports Complex. Table 9 shows the traffic volumes comparison.

Table 9 - Intersection Traffic Volumes Comparison

litersection	Existing Volume Event Times	Site Traffic Volume Event Times	Site Traffic Volume Non-Event Times
Front Street & I-95 Ramps	2,100-2,400	245	350
Front Street & I-76/I-95 Ramps	.2,950-3,100	392	560 ·
Front Street & I-76 Ramp	2,400*	470	672
Front Street and Packer Avenue	2,100-2,400	696	994

<sup>\*</sup>This intersection was only counted once so there is no volume range.

As can be seen in Table 9, the estimated site traffic volumes that will travel through the critical Front Street intersections during event times will be a fraction of the overall intersection volumes and will range from approximately 10% to 33% of the intersection volume depending on the location. The addition of the casino and hotel traffic during event times will not create a significant impact and any changes to traffic operations will be imperceptible. In addition, the majority of site traffic will be relegated to Front Street, which will minimize the impact on event patrons heading to the Philadelphia Sports Complex.

During non-event times; the volumes at the critical Front Street intersections will be low as compared to those during event times shown in Table 9. The estimated site traffic volumes that will travel through the critical Front Street intersections during non-event times are nowhere near the existing intersection volumes during event times. As a result, we reasonably expect that during non-event times, the critical intersections will easily accommodate the casino and hotel traffic with favorable traffic operations.

### CONCLUSION

From a traffic impact perspective, the site is well situated for the proposed casino and hotel. From Street will provide a direct connection between the site and I-76 and I-95. As such, the majority of site traffic volume will be will be relegated to a small section of Front Street between the I-76 and I-95 ramp intersections and the site. These same intersections also serve the Philadelphia Sports Complex. Event traffic from the Philadelphia Sports Complex is several times more than what the proposed casino and hotel will generate. In addition, there are several north-south roads proximate to the site that city residents can use to travel to the casino and hotel. The availability of multiple routes to the site will reduce the site traffic impact along any particular route.

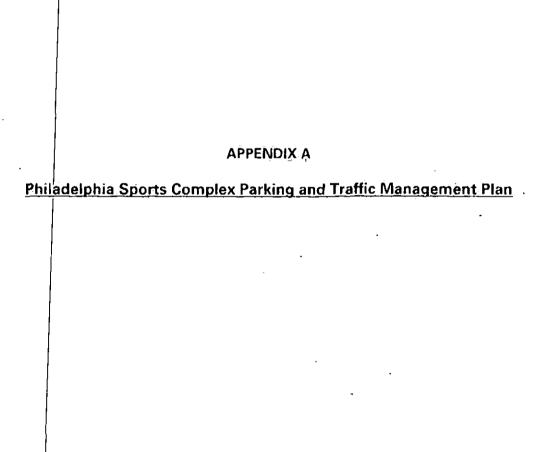
We also expect that a significant number of casino patrons will use area mass transit and then either walk to the site or take advantage of the shuttle bus or trolley service that PHL Gaming, LLC plans to utilize, running along Pattison Avenue between the site and Broad Street during events at the Philadelphia Sports Complex. The shuttle service will allow event patrons to easily travel to and from the casino and hotel without having to use their own vehicle, further reducing the site traffic impact of the proposed casino and hotel. We also expect event patrons to come to the casino and hotel and park and then walk or take the shuttle service over the Philadelphia Sports Complex, which would improve traffic operations in the complex area.

The casino and hotel will also help spread out the arrival and departure time periods for event traffic at the Philadelphia Sports Complex as some event patrons will arrive earlier or leave later so they can come to the casino or the hotel. The spreading out of event traffic over longer periods of time that the casino and hotel will cause will improve traffic operations within the Philadelphia Sports Complex area.

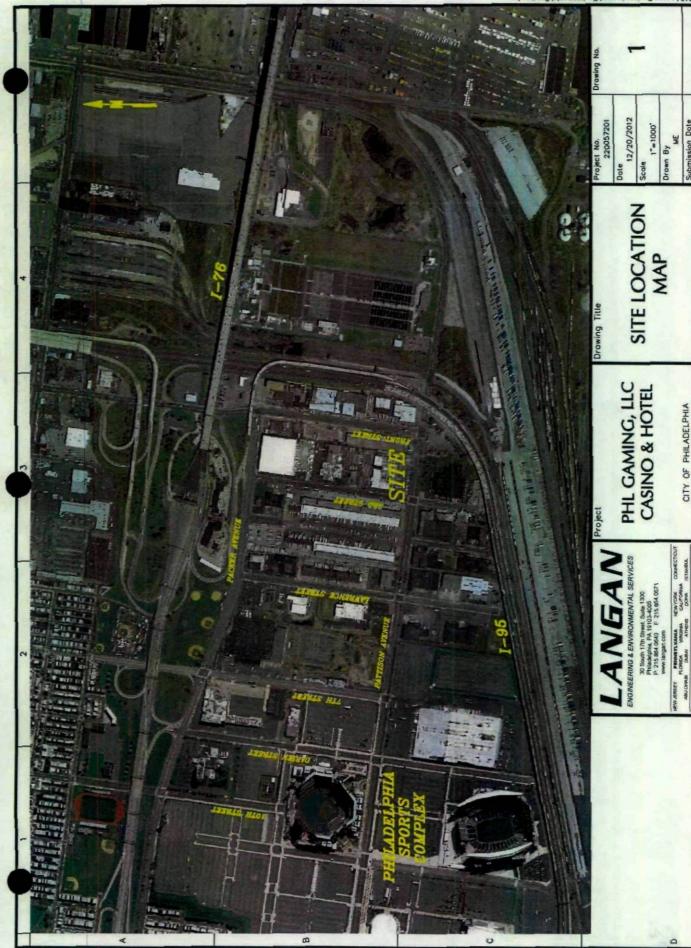
For the cited reasons, we have concluded that the site is ideal for the proposed casino and hotel from a traffic perspective and that the surrounding road network will adequately accommodate site traffic.

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PHILADELPHIA COUNTY PENNSYLVANIA



# Philadelphia Sports Complex Parking and Traffic Management Plan

# Philadelphia, Pennsylvania

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#### 1 Introduction

Traffic is a critical component in planning for the sustainable development and growth of any neighborhood, but it is especially important near large entertainment venues, such as in Philadelphia's Stadium District. In such areas, it is critical that vehicular and pedestrian traffic, and parking be carefully planned for safety, efficiency and minimization of impacts on the environment and local community. The City of Philadelphia clearly understands this need and has embarked upon this study that not only addresses existing congestion and parking conditions during major events, but also provides a plan to accommodate future economic growth and changes in land use patterns. This study focuses on operational improvements that will enhance the future experience for the communities, stadiums, teams, fans and other stakeholders.

The Philadelphia Sports Complex currently consists of four major professional sporting venues: Lincoln Financial Field, Citizens Bank Park, the Wachovia Center and the Wachovia Spectrum. The Spectrum is currently being demolished and its footprint will be replaced by the proposed *Philly Live!* project and reconfigured parking lots. Traffic operations for events at the Sports Complex are managed by a combination of entities. The Philadelphia Police Department controls traffic and pedestrians on the surrounding local street network. The event host provides some Stadium security personnel to help direct traffic and pedestrians before and after the event. Central Parking manages parking for the official on-site lots. During Eagles games and dual-events, overflow parking is provided in FDR Park and in the Naval Hospital lot and is managed by Expert Parking.

This Sports Complex Parking and Transportation Management Plan study provides suggestions to improve operations by making recommendations in four broad areas:

- Vehicular Traffic Management to gain an understanding of traffic circulation, including signage and origin-destination pairs to get visitors to the Complex and to the appropriate parking location.
- Pedestrian Management Plan including a review of pedestrian flow corridors and tailgate zones.
- Parking Management Plan which may be described as "who parks where"
- Gameday Coordination Plan a commonly agreed-to operations plan to describe the role of operations personnel and a joint understanding of how the gameday entities interact.



# 2 Existing Event Parking Analysis

The following is a brief discussion of various large events at the existing Sports Complex, including parking demands and a summary of traffic and parking management for events. Events are currently scheduled so that there is ample parking for all events, except for some dual events, when all lots can approach capacity. Table 1 summarizes peak demands for each individual existing use.

Table 1
Single Event Peak Parking Demand
Existing Events at the Philadelphia Sports Complex

Event	Peak Single-Event Demand	
Wachovia Spectrum/Center Event	7,200	
MLB Game	10,000	
MLB Post-Season Game	15,000	
NFL Game	18,000	

### Lincoln Financial Field

Located within the sports complex, south of Pattison Avenue, Lincoln Financial Field (LFF) is the home of the NFL's Philadelphia Eagles. Lincoln Financial Field also hosts Temple University football games and occasional soccer games, concerts, the Army-Navy football game. From September 2008 through August 2009, Lincoln Financial Field hosted 21 major events.

Lincoln Financial Field has 68,532 seats for football games. Typically, almost all of the seats are sold for pro football games; however actual attendance is typically lower due to "no shows". During the 2008 seasons, the average attendance was almost 96% of capacity. Pre-season games typically have an attendance of approximately 55,000.

Not every striped on-site space is used for Eagles games, due to parking inefficiencies from tailgating (most evident in the Wachovia lots), as well as the availability of parking in several large off-site private lots. The total supply of striped spaces for NFL games is 19,765 (5,497 spaces at Lincoln Financial Field, 8,318 spaces at Citizens Bank Park, and 5,959 spaces at the Wachovia complex). There are also about 2,600 overflow parking spaces in FDR Park and in the Naval Hospital lot.

#### Citizens Bank Park

The baseball stadium, with 43,647 seats, is the home of the Philadelphia Phillies (MLB). It also hosts occasional concerts.



From September 2008 through August 2009, average baseball attendance was 43,723. During that time there were 87 baseball games and two concerts. High-attendance regular-season Phillies games have resulted in a parking demand of about 10,000 vehicles.

Overlapping or closely scheduled events at two (or more) entertainment facilities can result in magnified traffic and parking issues. These are called "dual-event days". In the time period mentioned above, there were events at both Citizens Bank Park and the Wachovia Complex on 32 days. With the closing of the Wachovia Spectrum, the number of such dual-event days may increase. For example, there may be fewer open days for scheduling concerts and family shows, leading to more event days at the Wachovia Center, and more dual-event dates when a Wachovia Center event is scheduled on the same day as an event at the other venues.

## Wachovia Complex (Wachovia Center and Wachovia Spectrum)

The Wachovia Center, with 21,600 seats for basketball games, is home to the Philadelphia 76ers (NBA). The seating capacity is 19,519 for the arena's other major tenants, the Philadelphia Flyers (NHL) and the Philadelphia Wings (NLL). Former partime tenants of the facility were the Philadelphia Phantoms (AHL) and Philadelphia Soul (AFL).

The Phantoms' primary facility was the Wachovia Spectrum. Formally closed on October 31, 2009, the Spectrum will be demolished and the site reused by the *Philly Live!* development. The Philadelphia KiXX (MISL [soccer]) also called the Spectrum home, though they have now moved to a different facility (Liacouras Center at Temple University) not on the Sports Complex. Seating capacity at the Spectrum was 18,136 for basketball and 17,380 for other sports.

From September 2008 through August 2009, the two arenas hosted approximately 280 major events. About 16% of the events were NBA basketball games and approximately 17% were NHL hockey games. Including the minor league teams mentioned above, sporting events comprised about 58% of the annual events. Another 27% are family shows and 13% are concerts. The remaining 3% of events included private events and religious and motivational speakers. Some examples of non-sporting events hosted at Wachovia are Disney on Ice, monster trucks, the circus, and wrestling.

About 60% of arena events occurred on the same day as another arena event; with 12% of event days having three or four events. The vast majority of dual-event days (days on which an event was scheduled at both the Wachovia Spectrum and the Wachovia Center) occurred on Friday, Saturday, or Sunday. Multi-event days (when multiple events occurred at one facility over the course of the day) mostly occurred on Saturday.

The peak attendance for a 76ers game has been approximately 16,000 patrons, for a Flyers game the peak attendance has been approximately 18,000 patrons, and for a sold-out concert the attendance is approximately 20,000 patrons. High-attendance



Flyers and Sixers games result in a regular-season parking demand of about 7,200 vehicles.

### Single Day Peak Parking Demand

The Dual Event combination of a Phillies post-season game plus a Flyers game could result in more parked cars than an Eagles game. Table 2 below compares the demand of a typical Eagles game with the demand of a Dual Event day.

The Dual Event day parking counts in the table below are from October 8, 2009, when the Phillies game ended about 45 minutes before the Flyers game began. Thus, not all 19,300 cars were parked simultaneously. However, there are rare occasions when the start and end of two events overlap slightly, increasing the number of cars that would be parked simultaneously.

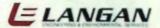
Table 2
Single Day (Multiple Events) Peak Parking Demand
Existing Events at the Philadelphia Sports Complex

Event	Eagles Game	Phillies Playoff Game + Flyers Game
NFL Game	18,000	HELL THE W
NHL Game		6,000
MLB Post-Season Game		13,300
Total	18,000	19,300

### **Existing Transit Conditions**

The Southeastern Pennsylvania Transportation Authority (SEPTA) provides subway service to the Sports Complex via the Pattison Station of the Broad Street Line. The Pattison Station is at the intersection of Pattison Avenue and Broad Street, adjacent to the Sports Complex. There are four station head houses, two north of Pattison Avenue and two south of Pattison Avenue, all on the east side of Broad Street. While the subway is the primary means of public transportation to events at the Sports Complex, several local SEPTA bus lines also serve the area.

The ride on the Broad Street Line from Center City to the Sports Complex takes approximately 11 minutes on the local subway service. On certain event days, local service is supplemented by "Sports Express Service". These express trains take eight minutes to complete the same trip. Depending on the size of the event, up to ten Sports Express trains are run, supplementing local service. At the conclusion of events, multiple subway trains are staged at Pattison Station to meet the demand.



Both local and Sports Express trains start at the Fern Rock Transportation Center (the northern terminal of the Broad Street Line), where there are over 600 daily parking spaces in the SEPTA lot. Parking costs \$2 for the day on weekdays and is free on weekends.

Table 3 shows average ridership at Pattison Station for peak event days. In general, roughly 10% of all attendees take transit to events at the Sports Complex. SEPTA ridership for Phillies games varies depending on the nature of the event, from roughly 3,500 riders for regular season games, to 5,300 for playoff games, and up to 7,900 for World Series games. The increased ridership for post-season events is likely due to increased activity from non-ticket holders attending events around Citizens Bank Park.

Table 3
SEPTA Ridership for events at the Sports Complex

Event Type	Event Type Ridership	
Phillies Regular Season	on 3,475	8%
Phillies Playoffs	5,292	N/A
Phillies World Series	7,861	N/A

Flyers	2,106	10%
Sixers	2,248	11%
Eagles	8,693	13%

### 3 Stakeholder Comments

The consultant team met with several stakeholders at the start of the project. The stakeholders included:

- · Mayor's Office of Transportation
- Philadelphia Department of Streets
- Sports Complex Special Services District (SCSSD)
- Philadelphia Police Department
- Philadelphia Eagles
- Philadelphia Phillies
- Comcast-Spectacor
- Central Parking
- The Cordish Companies (developers of Philly Live!)

The main stakeholder comments are summarized below, and were used to guide the study:

### Coordination

- Stakeholders felt that coordination between gameday operations entities could be improved. A "Standard Operations Plan" (SOP) would help better define the roles of parking and traffic management staff.
- A Traffic Management Center (TMC) at the Wachovia Center currently includes feeds from several cameras located in the Wachovia Lots. The system allows supervisors in the TMC to visualize conditions on the surrounding roadways and parking lots and provide feedback to traffic and parking management personnel. Some stakeholders would like to see this system expanded to include cameras in the Eagles and Phillies lots. There are plans to make these feeds available in the Philadelphia Police Department's offices near the Navy Yard.
- Some stakeholders suggested that operations would be improved if traffic management squad leaders from the Police Department would be able to supervise their staff. In the past, the Lieutenants in charge would be able to visit their staff at various locations to ensure that they were implementing the operations plan as intended. With recent changes in staffing levels, these Lieutenants now help direct traffic at specific locations and do not always have the option to leave their posts to directly supervise their staff.

#### Operations

- Some stakeholders identified pedestrian management practices and "don't block
  the box" operations as the most critical issues. Improved pedestrian
  management and less queuing through intersections would lead to optimal
  intersection capacity by allowing all users maximum use of available green time.
- Some stakeholders suggested that operations may be improved by reallocating personnel from internal Sports Complex roadways to regional bottlenecks.



- Some stakeholders suggested the use of exclusive pedestrian phases "Ped Scramble phases" – to help minimize pedestrian-vehicle conflicts.
- Specific event ingress and egress signal timing plans exist for major intersections along Broad Street and Pattison Avenue. However, these signal plans are typically overridden by traffic management personnel. Some stakeholders also expressed concerns about whether the coordination between intersections was configured to allow for the best egress conditions.

### Parking Patterns

- Some stakeholders suggested that ingress conditions could be improved using a number of techniques:
  - Increase plaza entry capacity to minimize queues spilling back to area roadways
  - Simplify the parking plan to reduce the number of parking categories
  - Re-assess the locations of crosswalks and pedestrian crossing paths to minimize vehicle-pedestrian conflicts
- A suggestion was made to consider alternate fare collection methods, including E-ZPass, to improve plaza processing rates, thereby improving ingress conditions. The teams expressed willingness to introduce new parking patterns if it helps improve ingress or egress conditions.

### Worst-Case Conditions

- The sports entities described the worst-case conditions for their respective events.
- Egress conditions were universally described as being worse than ingress.
   While stakeholders recognize opportunity for improvement in the ingress condition, arrivals are generally spread over a longer timeframe. The more concentrated nature of departures on egress was cited as the bigger concern.
  - Phillies egress conditions are worst during weekday midday games because the egress period coincides with the weekday evening commuter peak hour.
  - Eagles egress conditions are worst "in the dark", including night games, and late-season afternoon games. This is believed to be because it is difficult for fans to identify lot exits and departure routes with the current signage system.
  - Egress conditions are worst for concerts at the Wachovia Center. Concerts typically end after 11, and the traffic management staff shift ends at 10:50. As a result, concert attendees typically do not have the benefit of traffic management on egress. Concert-goers are also more likely to be unfamiliar with the egress routes, and typically would be most receptive to traffic management guidance.

### Community Issues

 This study recognizes the importance of how the operations in and around the sports complex impact the community and that efficient traffic and parking operations during events benefit both the community and the sport venues at the same time.



- The SCSSD commissioned a study in 2006 that identified transportation issues
  and recommendations to benefit both the community and regional transportation
  system. This study identified many neighborhood transportation initiatives and
  traffic calming projects that have been implemented since the completion of the
  study. Traffic calming islands installed along 20th Street and Packer Avenue are
  currently operating well and provide a calming affect on traffic along these
  corridors.
- The corridor that experiences significant volume increases during the "break" of larger events is the 10th Street corridor. This corridor includes two northbound lanes that narrow to one lane at Bigler Street. The cross-section gives the feel of a regional roadway, when in fact it's a residential street that narrows at Bigler Street creating congestion at the intersection. The SCSSD study had identified various options for traffic calming along this corridor and a gateway treatment to better define the character of the roadway and reduce cut-through traffic from using this corridor. This is also a concern regarding the X-gate being open during the "break". Recommendations to restrict traffic from being able to make the left turn onto 10th Street after exiting X-gate would alleviate some of that concern, and has been further defined within the study.
- There are also several community initiatives such as the VSN detail in Districts 1 and 2 and the parking permit programs in District 3 and along 20th Street and Packer Avenue that are vital in providing a level of security and quality of life benefits to the community and these initiatives should be retained in these areas.
- As various recommendations are made through this operations study, it is
  important to keep in mind the prior recommendations made in prior reports that
  could be implemented in conjunction with the results of this study to incorporate
  these community concerns and improve the overall transportation network for
  the benefit of both the surrounding communities and the sports venues.



### 4 Data Collection

In order to quantify the traffic patterns and operations at the intersections within the study area, an extensive data collection program was undertaken throughout the study area. Prior to the data collection process, field observations were conducted so that the project team had a better understanding of the traffic patterns and flows and to develop a data collection program that would capture all relevant information needed. Project team members were stationed throughout the study area at critical locations to better understand traffic operations, traffic flow, transit patterns, parking lot operations and pedestrian movements. These field observations took place several times prior to the actual data collection effort took place, and occurred during events at Citizens Bank Park, Lincoln Financial Field, and at the Wachovia Center.

The data collection effort included automatic traffic recorder (ATR) counts on key roadways, manual turning movement (MTM) counts at critical intersections and extensive field observations at other key locations. This data collection effort was conducted during a Phillies game, an Eagles game and a Flyers game. The MTM counts began approximately 2-3 hours prior to the start of the event and the continued until approximately 1-2 hours following the end of the event. After the event, the counts continued until the roadways were back to free-flow conditions. Figures in Appendix A depict the roadway segments and intersections where counts took place, and the traffic patterns for arrival and departure to and from the sports complex.

The Phillies game counts were conducted on Thursday, October 8, 2009 for a 2:37pm game. The pre-game counts were conducted from 12:00pm until 3:00pm and the post-game counts were conducted from 5:00pm until 8:00pm. It is also important to note that a Flyers game was scheduled that evening at 7pm at the Wachovia Center which did cause additional traffic issues and congestion for the departure of the Phillies game and arrival for the Flyers game.

The Eagles game counts were conducted on Sunday, October 11, 2009 for the 1:00pm game. The pre-game counts were conducted from 10:00am until 1:30pm and the post-game counts were conducted from 3:30pm until 6:00pm.

The Flyers game counts were conducted on Thursday, November 12, 2009 for the 7:00pm game. For this event, we reduced the number of count locations due to the smaller number of people a Flyers game generates compared to the Phillies or Eagles. The pre-game counts were conducted from 5:30pm until 7:30pm and the post-game counts were conducted from 9:00pm until 10:30pm.

Additional field visits were conducted after the data collection process to conduct additional observations of operations at specific locations.

# 5 Existing Conditions Operations and Short Term Recommendations

The following section describes observations of gameday operations. For each section, we have identified aspects of the gameday operations plan that may be improved by the proposed recommendations.

## **Pedestrian Management**

## Pedestrian Crossings

Stakeholder operational concerns included pedestrians crossing out of phase, jaywalking at intersections, and pedestrians crossing illegally at mid-block locations. In late September 2009, the Eagles and Phillies reassigned some of the Stadium security personnel to the roadways before and after events to help manage pedestrians and traffic. The additional traffic management staff significantly helped mitigate many of the observed pedestrian management issues. After the supplemental staff was in place, pedestrians generally crossed in-phase and at designated locations. Pedestrian crossings at the intersections along Pattison Avenue with 11th Street and with Darien Avenue were highest in the 15-30 minutes before the start of football and baseball events, and in this time period, pedestrians were observed crossing out-of-phase. Pedestrian traffic management staff at these intersections should be directed to override signals as needed only during this peak 30-minute period, and only to allow for pedestrian crossings (i.e. an all pedestrian phase - see Figure 5-1 below).



Figure 5-1: Exclusive pedestrian phases should be implemented close to game time for high attendance events.

Pedestrian conflicts along the Pattison Avenue corridor can be mitigated significantly by implementing a number of improvement measures. Most of the observed issues were due to pedestrians crossing north-south across Pattison Avenue at the intersection of Pattison and 11<sup>th</sup> to reach their target facility. By encouraging these pedestrians to cross Pattison Avenue to be on the correct side of Pattison before they reach the 11<sup>th</sup> Avenue intersection, the actual crossing volume at the critical intersection of Pattison and 11<sup>th</sup> can be greatly reduced.

For example, some pedestrians can be crossed to the event-side sidewalk of Pattison Avenue at the intersection of Broad Street and Pattison Avenue. During some phases, there are opportunities to cross pedestrians north-south at locations in the middle of the intersection where they would not interfere with vehicular movements (see Figure 5-2). These locations are not striped crosswalks; however, traffic management staff can be directed to safely cross pedestrians at these locations during the complimentary phases. By utilizing these opportunities in each cycle to cross pedestrians at conflict-free locations, the volume of pedestrians crossing during phases when cars conflict with pedestrians would be reduced. As a result, the vehicular traffic movements would be able to flow more freely. It should be noted that this new crossing must be managed by traffic enforcement agents, and that they should be trained on how to best maximize efficiency while ensuring pedestrian safety.

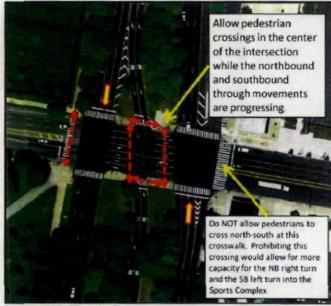
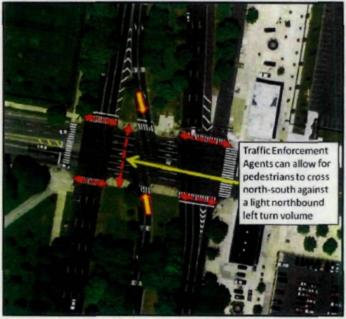


Figure 5-2 (3 parts): Managed pedestrian crossings in the center of the intersection of Broad Street and Pattison Avenue can help reduce pedestrian-vehicle conflicts further east along Pattison Avenue.





The pedestrian crossing volumes can also be managed by strategically directing fans to specific exits from the Pattison Avenue subway station with the use of signs and/or staff. For events at the Lincoln Financial Field and Wachovia Center, all fans should be directed to use the South exits from the Pattison Avenue station whenever practical.

For events at Citizens Bank Park, the northern access points from the Pattison Avenue station provide a more direct route to the venue. In general, over 80% of the pedestrian volume along Pattison Avenue for a Phillies game was observed to

be on the north sidewalk. However, signage should be provided within the Station to direct fans to use the northern entrances. The Southern access points should remain open for access to the Commuter Lot at the Wachovia Center, but signage should be in place to designate these entrances as being intended solely for access to the commuter lot.

Consider the use of bike racks (French barriers) or pedestrian crossing guards at limited locations to restrict midblock crossings.

Jaywalking activities and mid-block crossings were significantly reduced with the introduction of dedicated pedestrian management staff during Lincoln Financial Field and Citizens Bank Park events. The measures outlined above should help further reduce these activities.

### Crosswalk locations

Some crosswalk locations can be removed or relocated to reduce pedestrian-vehicle conflicts. The east crosswalk on Pattison Avenue between 11th Street and Broad Street can be relocated east of the entry gate. This would allow eastbound left turns to enter the gate without conflicting with pedestrians (see Figure 5-3). The proposed relocation would also help in the egress condition, when vehicles would be allowed to exit the Pattison Avenue east gate and turn right onto Pattison Avenue westbound. The pedestrian gate may need to be relocated to accommodate this change.

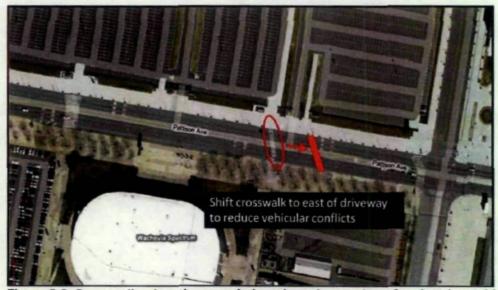


Figure 5-3: Crosswalk relocations can help reduce the number of pedestrian-vehicle conflicts.

Similarly, the crosswalk along Darien Street south of Pattison creates a conflict point between pedestrians and vehicles. Pedestrians from Lots M and N exit via the gate and then use the crosswalk immediately in front of them. The pedestrian crossing movement conflicts with southbound traffic on Darien Street. A series of french

barriers can be provided to encourage pedestrians to walk further south to the next designated crosswalk (see Figure 5-4). This would allow vehicles to enter Lot K at several access points along Darien without conflicting with pedestrians

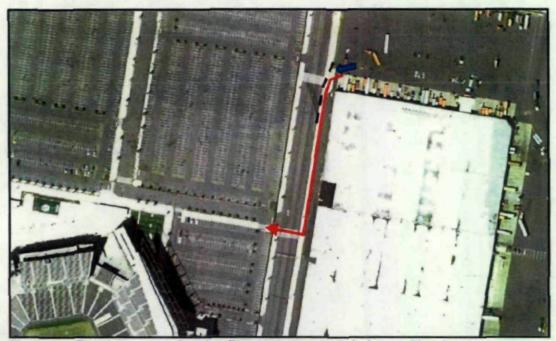


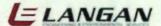
Figure 5-4: Develop new pedestrian flow patterns to minimize conflicts between pedestrians crossing Darien Street and vehicles entering the parking lots.

### Lot and Gate Operations

During the ingress period, fare collection operations at parking lot entry gates can significantly affect the magnitude of queues spilling back onto the approach roadways. If a plaza has three entry lanes and processes 240 vehicles per lane, it can accommodate 720 vehicles per hour. If queuing is observed on the approach roads to the plaza, the entry demand in the peak period is higher than the plaza capacity. A 20% increase in the processing rate using the methods described below would allow the same plaza to process over 860 vehicles per hour. The result of this change would be 140 fewer vehicles on the approach roadways per hour, or a reduction in approach queues by 2000 feet on a two-lane approach.¹ Shorter queue spillbacks from entry plazas would in turn allow upstream intersections to flow more freely, leading to a cumulative benefit for ingress traffic.

Higher plaza processing rates can be achieved by implementing the following measures:

 West Gate: During peak ingress periods, pedestrians currently conflict with entering traffic immediately beyond the fare collection point. Entering vehicles stop at the fare collection point, proceed, and are then forced to stop again to avoid conflicts



A one-lane, one-mile long queue contains about 200 vehicles.

with pedestrians. When a vehicle is stopped at the fare collection point after having paid, the next vehicle in queue cannot access the fare collection point, and each vehicle in queue is therefore delayed.

- O Slide fare collection point south a couple of car lengths, similar to East Gate. This will provide room for vehicles leaving the far collection area to channelize and maneuver to their respective destination. See Figure 1. Shifting the fare collection points south will allow vehicles to clear the fare collection area before potentially having to stop again to yield to pedestrian, thereby reducing congestion at the fare collection areas.
- Manage vehicular and pedestrian conflicts just beyond the fare collection point. Figure 5-5 shows where a staff can control the interior intersection at the end of the West Gate access drive. Pedestrians can also be redirected to the north side of the drive aisle. The new pedestrian paths would allow pedestrians to cross further north, and would reduce the number of pedestrian-vehicle conflicts.

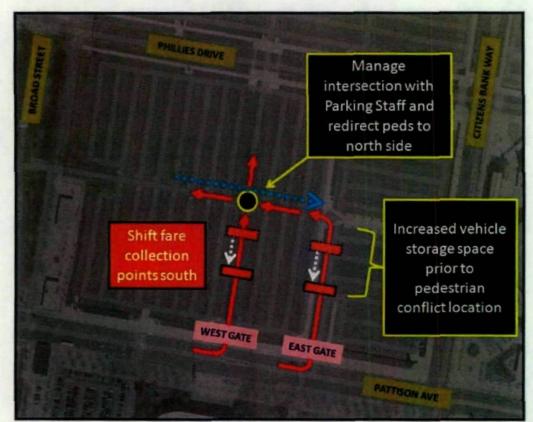
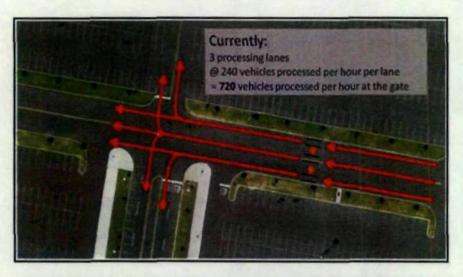


Figure 5-5: Change pedestrian crossing locations to reduce conflicts with entering traffic.

Consider alternate entrance lane configurations – Figure 5-6 shows an option that
can double the entrance capacity of an entry plaza. This example focuses on the
10th Street gate, but the principle can be applied to the Phillies Drive Gate, and
possibly the Pattison Avenue Gates, as well as most gates that do not have a
physical plaza such as Wachovia gates. For example, although this Gate currently

operates with three fare collection lanes, this change would allow for up to six fare collection lanes. The actual number of lanes can be adjusted to meet demand.

At these existing locations, fare collection is located near the gate entry, and then vehicles are forced to choose to turn left, right, or through. In the proposed alternate configuration, the fare collection is relocated further into the lot, beyond the decision point, to make use of all the departure lanes from the decision point.



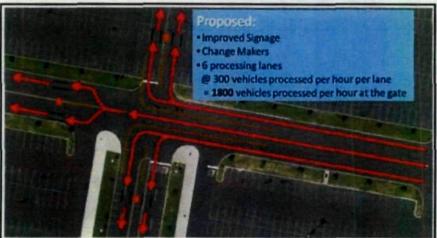


Figure 5-6: Options for increasing entry capacity will help reduce queues on ingress.

• Change Makers – At fare collection points, some staff currently walk down entry aisles, advising drivers of the parking fare and asking them to have their cash ready. Our recommendation is to also have these same staff provide change to drivers in the queues. Instead of merely advising drivers of the parking fare and destinations, these staff can actually make change for drivers, so that by the time they reach the actual point of fare collection, drivers would have exact change, and as a result, they would be processed faster. This change has been implemented for late-season

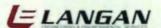
Phillies games on Phillies Drive and the ingress experience at that plaza was noticeably improved.

- Parking Fare The need to make change for odd parking amounts slows processing time at plazas. In the past, the parking fare for Citizens Bank Park and Wachovia Center events was \$12. The rate has since been changed to \$15. Based on our observations, the processing rate has improved from approximately 240 vehicles per lane per hour to 320 vehicles per lane per hour based on the change in fare and the addition of change makers (33% increase). If future fare changes are planned, multiples of \$5 and \$10 should be considered to maintain or improve the processing rates.
- Lot Variable Message Sign The Pattison Avenue East Gate is not opened until traffic has dissipated on Pattison Avenue itself. This gate is typically opened at about 35-40 minutes following a Phillies game. Before this gate is open, vehicles in lots U/T are directed to use the Phillies Drive exits onto Broad Street. As a result, significant queuing occurs at these exits. Once East gate is opened, it can be used as a much faster alternative exit. However, during observations, many drivers continued to add to the queue for the Phillies Drive exits, apparently unaware that a more efficient alternate route had become available. A variable message sign at this location would help direct fans to the fastest egress route, reducing queuing along Phillies Drive (see Figure 5-7).

The VMS can be set facing Phillies Drive entrance traffic during pre-game. Under this condition, it could help channelize for preferred or general parking. This would be the most aggressive solution. Parking staff could also be used to much of the same effect.



Figure 5-7: Variable message signs or traffic management staff can advise drivers of the best route to exit.



X-Gate: The X-Gate, an exit from the northern end of the Citizens Bank Park lots to Packer Avenue, was opened in the past year in a trial program to improve egress from Lots V, W, and X. Observations indicate that these northern most Citizens Bank Park lots typically empty in 25-30 minutes with this gate open. Some stakeholders have stated that these lots typically did not empty for about one hour when the Gate was closed in prior seasons. Observations indicate that the Gate helps event egress traffic and does not cause significant additional congestion along the Packer Avenue corridor. This gate should be open for egress from all Citizens Bank Park events. Cones may be used to force vehicles exiting the Gate to turn right. If necessary, consider extending these cones to the intersection of Packer Avenue and 10th Street to ensure that this exiting traffic continues through on Packer Avenue eastbound ands does not turn onto northbound 10th Street. Vehicles exiting via the X-Gate should not be allowed to weave into the eastbound left turn lane at Packer Avenue and 10th Street. Figure 5-8 below shows a proposed coning configuration that would allow for efficient egress from the X-Gate without impacting Packer Avenue traffic. Once the X-Gate demand has cleared, some cones can be removed as shown in Figure 5-9 to allow this lane to operate as a traditional through lane on Packer Avenue.

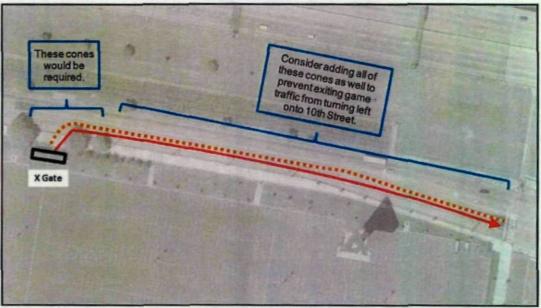


Figure 5-8: X-Gate can help egress from the northern end of the Citizens Bank Park Lots. Use cones to prohibit left turns from the Gate. If necessary, consider extending cones towards 10th Street.

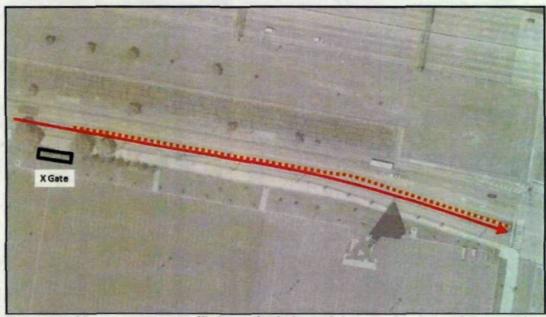


Figure 5-9: After most event traffic has exited, the curb lane can be restored to normal operation by picking up 2-3 cones at the X-Gate exit.

• Mixed cash and permit lots – Some lots are currently used to park a mix cash and permit parkers depending on the venue and event. This practice causes several inefficiencies, such as underutilized lots or poor access and circulation. For example, during Eagles games, cash parkers are turned away once the Wachovia and/or Jetro lots reach a certain capacity. The cut-off time for cash parkers is different for each event, the current configuration of mixed cash and permit lots creates confusion among fans that are used to paying cash to park in certain lots, and are told on some gamedays that those lots or gates are no longer accepting cash parkers.

During Wachovia events or Phillies games, those seeking access to "nested" permit sections within lots can cause some congestion as vehicles weave and maneuver to their respective destinations. Recommendations vary by event type and lot, and are summarized as follows:

- <u>Eagles games</u> To reduce this confusion, consideration could be given to designated lots/gates as cash-only or permit-only. Permit lots can be backfilled with cash as needed close to game time.
- Wachovia Events Traffic patterns on 11<sup>th</sup> Street between Pattison Avenue and Terminal Avenue can be improved to channelize permits and cash vehicles to their respective plaza lanes.

# Intersection Signalization

The City of Philadelphia Streets Department, Engineering Division, owns, operates and maintains the traffic signal system enclosed in the Sports Complex area along with all signals within the City limits.

### Interconnect

The traffic signals in the system are interconnected with fiber optic cable on three (3) corridors.

- 1. Broad Street between City Hall to Terminal Avenue
- 2. Pattison Avenue between 7th Street to Penrose Avenue
- 3. Front Street between Oregon Avenue to Packer Avenue

All fiber optic cable is multimode with the exception of Pattison Avenue east of Broad Street which is single mode fiber optic cable. The Broad Street and Pattison Avenue corridors are interconnected together. The Front Street corridor is a stand alone system. All fiber optic cable is located in underground conduit.

A gap within the system is on Pattison Avenue from 7th Street to Front Street. When the system is being updated, this gap should be closed.

# Controller Cabinet Equipment

The signalized intersections within in the Sports Complex area are equipped with solid state Type 170 controller cabinets, image video detection for vehicle detection, along with upgraded pedestrian facilities including pedestrian countdown Hand/Man signals and ADA compliant handicap ramps.

When the system upgrade is undertaken, complete equipment upgrades are recommended for the traffic signals along Packer Avenue.

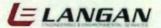
#### Timing

The central hub intersection within the system is located at Broad Street and Pattison Avenue. The controller cabinet houses a special "manual plan select" panel with four (4) buttons that control traffic signal timings and cycle lengths along Broad Street and Pattison Avenue. The limits of the timing changes along the corridors are as follows:

- 1. Broad Street between Bigler Street to Terminal Avenue
- 2. Pattison Avenue between 7th Street to Penrose Avenue

Prior to an event, a Philadelphia Police Department representative opens the controller cabinet at Broad Street and Pattison Avenue and institutes one of the following four (4) programs:

Program 1: normal operation – 90 second cycle length.



- Program 2: pre-game operation 100-second cycle length. Consistent and synchronized green time on Broad Street.
- Program 3: pre-game operation 120 second cycle length. Designed to move traffic along Broad Street to Pattison Avenue.
- Program 4: post-game operation 120 second cycle length. Timing favors Pattison Avenue and progresses traffic flow towards I-95 and I-76.

It is important to note that three hours after a program is instituted normal operation is supposed to return. It has also been reported through stakeholder discussions that normal operations doesn't always resume within those three hours, therefore it would be important that operations staff verify that the time-out feature is functioning properly.

# Intelligent Transportation Systems

Currently a stimulus driven ITS design build project is at the 30% design phase named I-95 GR1 ITS. This PennDOT project proposes to install two CCTV cameras on Broad Street and permanent Variable Message Signs (VMS) along both Broad Street and Pattison Avenue. As stated earlier this project is in the early design phase and as such the final locations of these devices has not been determined at the time of this report. The proposed VMS signs are small two line message boards to provide immediate incident manage messages to the motoring public.

## **Operations**

A comprehensive signal plan should be developed – these improvements should be implemented in conjunction with event day signal programs along the Packer Avenue and Front Street corridors to fully realize the benefits of these measures.

Figure 5-10 shows existing queues along the Front Street and Packer Avenue corridors for egress from an Eagles event. After implementing the signal timing changes at Front Street and the I-76 West off-ramp, and improving coordination along the Front Street and Packer Avenue corridors, projected queues may be reduced to the extents shown in Figure 5-11. A side benefit of the reduced queues and overall improved operations along the Front Street and Packer Avenue corridors would likely be a decrease in the number of vehicles using 10<sup>th</sup> Street north of Packer Avenue as an alternate egress route.

Note that additional coordination may be required in the Front Street and Packer Avenue corridors to ensure that the projected benefits are realized. For example, the intersections along these corridors should be coordinated with the new signal timing.

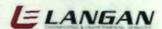




Figure 5-10: Queues from the intersections along Front Street typically extend back to and add to congestion on Packer Avenue.



Figure 5-11: Signal timing improvements along Front Street should help reduce queues along Packer Street on egress.

# Coordinated Signal Control

In general, the program for post-event conditions may improve egress conditions significantly if it is consistently adhered to. The Front Street signal corridor should be connected to the Broad Street and Pattison Avenue signal corridors. Once all three corridors are connected, a central control point, such as at the Traffic Management Center at the Wachovia Center, should be established from which all the signals can be set to operate on the appropriate ingress or egress program.

The event programs should be triggered at the following times, depending on the event type:

Table 4: Recommended Time to Start Ingress Signal Program (Hours Before Event)

	Event Start Time					
Event Venue	Weeknight 7 PM	Weekday 1 PM	Weekend 1 PM			
Citizens Bank Park	2	2	2			
Lincoln Financial Field	2	N/A	3			
Wachovia Center	2	2	2			

- The post-event signal program should also include a time-out feature. This time-out feature would be based on the type of event, and would ensure that the system automatically returns to normal weekday operation after event traffic has been processed.
- Post-event signal change operations should be flexible to account for unexpected early departures from a lop-sided result or inclement weather (for baseball games).
- If the police shift ends before an event has concluded, the police should activate the post-event signal timing plan before they leave the Sports Complex.
- The Packer Avenue corridor should be upgraded to be operable on a single system and event programs should be developed to promote access to the Sports Complex. The Packer Avenue corridor is currently not coordinated, and event day programs do not exist. Once upgraded, the Packer Avenue corridor signal system should be tied into the Front Street, Pattison Avenue, and Broad Street corridor signal systems.
- Event programs should be developed for the Pattison Avenue corridor. Traffic management staff at the intersection of Pattison Avenue with 11<sup>th</sup> Street and with Darien Street should be instructed to allow pedestrian platoons to cross out of phase when necessary. These out-of-phase crossings should only be allowed at these intersections in the peak 30 minutes before events, and only when pedestrian platoons form.
- The traffic signal controller should be reprogrammed to allow as many programs as necessary to implement the proposed event timing plans. If the controller can not accommodate this, it should be replaced.
- Once an event program has been developed and a scheme is in place to implement
  it at the right times, traffic management staff should be advised to follow the
  program whenever possible. Management staff should override the signal only
  when:
  - Queues block an intersection. In this case, traffic management staff should stop traffic on all approaches and prioritize clearing the vehicles queued in the intersection ("clear the box"). It is not necessary to override the signal timing itself for this condition.
  - o Incidents impact corridor capacity, so that the event signal program's intended coordination cannot be achieved. In this case, an event day Coordination Leader should direct traffic management agents to override specific intersections.

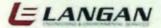


• The current Pre- and Post-Event signal programs for all the major corridors (Broad Street, Pattison Avenue, Front Street, and Packer Avenue) should be assessed and modified as appropriate to improve operations. Attention should be given to providing proper progression along the corridors. Once the signal timing plans have been evaluated and modified for all signals along each corridor, the practice of placing certain signals on "flashing operation" should be discontinued.

Significant improvements can be achieved both in ingress and egress conditions with minor changes in signal timing at regional bottlenecks. The regional bottlenecks at the intersection of Front Street with the I-76 West Off-Ramp and I-95 South On-Ramp, and at the intersection of Penrose Avenue with 26<sup>th</sup> Street are two locations where signal timing changes can easily be altered to greatly improve traffic flow.

• Front Street at I-76 West Off-Ramp and I-95 South On-Ramp: During post-event periods, the current signal timing at this intersection allocates only 15-20 seconds of green time to the northbound approach along Front Street (the egress movement from the Sports Complex) out of a 90-second cycle. This significantly limits egress capacity and causes queues along the length of Front Street and onto Packer Avenue. During some events, traffic management agents are positioned to override the signal. A well-timed signal operation at this intersection would reduce queues on Front Street and Packer Avenue, and if timed properly, the intersection would not need to be overridden by traffic management staff. Provide extended green intervals favoring NB Front Street (at SB on-ramp) and left-turn advance to NB I-95 (at NB on-ramp).

Additional improvement options can be considered in the Front Street corridor. A double-left turn at the downstream intersection of Front Street with the I-95 North on-ramp would allow for increased throughput to I-95, and would allow for this intersection to operate with two equally-utilized through lanes (see Figure 5-12). Some coordination may be required with PennDOT to ensure that there is sufficient right of way to allow for the double left turn movement.



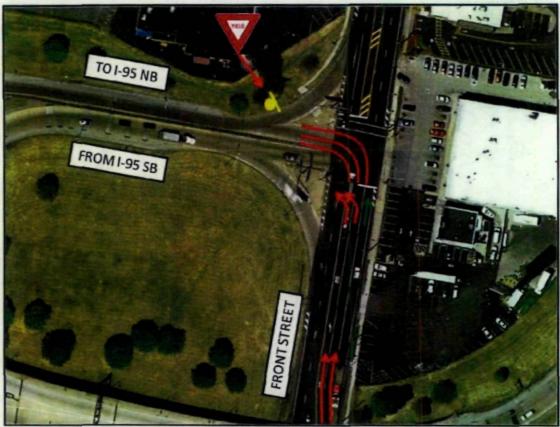


Figure 5-12: Consider a double left-turn onto I-95 from Front Street during egress conditions.

Penrose Avenue at 26th Street: The current signal plan at this intersection can be improved to allow for additional throughput when movements do not conflict. For example, the eastbound through movement was prohibited while the westbound through movement was allowed. The phasing can be improved to allow for these movements to occur simultaneously since they would not conflict. This intersection should be set to operate with improved phasing and better coordinated with the intersection of Penrose Avenue and Pattison Avenue.

# I-95 South Improvements

Post-event operations along the Broad Street southbound corridor can be significantly improved by managing traffic on the I-95 mainline. The volume of traffic on I-95 South on event days is typically under 3,500 vehicles per hour. The volume of traffic on the on-ramp is operating at limited capacity with approximately 1,200 vehicles per hour. The mainline consists of three lanes, and the on-ramp must merge with traffic in the right lane.

The mainline traffic volume on I-95 can be accommodated in two lanes without significantly affecting flow. If the mainline is narrowed down to two lanes before the merge, the entering traffic from Broad Street southbound would have a free merge into

the third lane. (See Figure 5-13) The ramp capacity would then be expected to increase from the current 1,200 vehicles per hour to 1,500-1,600 vehicles per hour. The increased throughput should help improve egress from the Citizens Bank Park lots and the Wachovia lots. Note that this technique would improve egress capacity from the Sports Complex without causing substantial delay to I-95 South.

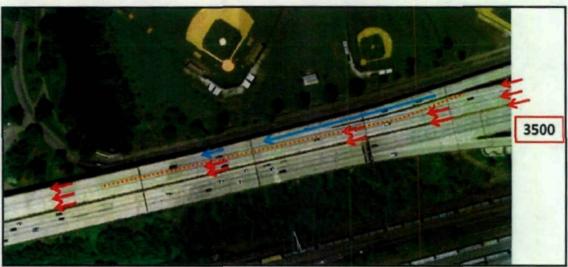


Figure 5-13: Channelize background traffic on I-95 SB to two lanes to allow additional capacity for traffic entering via Broad Street.

### Signage

Signage can help fans get to and from their destination lots in an efficient manner. The current signage system for ingress can be overwhelming for unfamiliar fans. The signage on egress includes mostly static overhead signs directing fans to departure routes; however, the addition of variable message signs may help improve the egress experience significantly.

#### Ingress Signs

The purpose of ingress signage is to help fans reach their destination lot as efficiently as possible. For this reason, a simplified lot nomenclature system may be considered. The current lot naming system includes 24 letter labels for official on-site lots. While this helps fans distinguish lots, it requires a complex directional lot signage program that can be difficult for fans to interpret in the midst of event traffic. For example, Figure 5-14 shows a sample set of signs on eastbound Pattison Avenue between Broad Street and 11th Street.

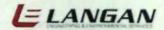




Figure 5-14: The current signage program may lead to confusion among some drivers.

This sign set provides directions to Lots D through X. However, the orientation of the signs is such that the sign for Lots "S-X" is on the left, and that for Lots "D-J" is on the right. This is contrary to what drivers expect in terms of sign sequence and quantity of information. Most drivers entering the site are looking for a general, cash parking space. Some general parkers may want to park in a specific lot, while other drivers are preferred parkers with permits for specific lots. Once they have arrived at the Complex, the basic information these drivers need at each decision point is whether they should turn left, turn right, or go through, and which gate they should enter at. A simplified signage system and lot nomenclature can provide this information in a clearer manner. Figure 5-15 shows one proposed improvement concept, based on the lot nomenclature scheme described below.

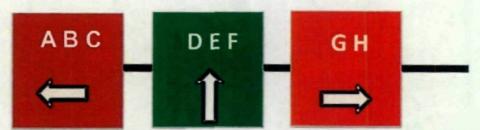


Figure 5-15: A simplified signage plan and lot nomenclature system should help improve ingress conditions.

Figure 5-16 shows the existing lot nomenclature scheme and a proposed lot nomenclature scheme. By creating parking "zones" consisting of several lots, it is possible to direct fans to general destinations. For example, a fan destined for any of the lots within Zone A would follow the signs to any entrance into the A zone. Once that fan has entered at a gate, he can follow subsequent detailed signage to a specific lot (say "A-preferred" or "A-5"). Instead of processing all of the information about the destination lot at once, the simplified signage program aims to create "chunks" of information that are relevant to the driver at the relevant decision point. The option of creating colored zones further helps reinforce the lot nomenclature system. The

proposed sample shown in Figure 5-17 is simply meant to be used as a sample. Parking "zones" help simplify the overall signage program.

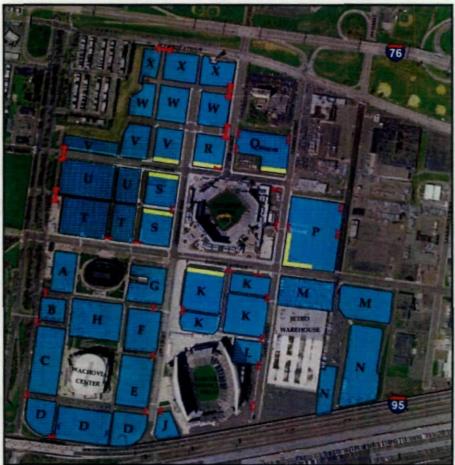


Figure 5-16: The current lot labeling scheme includes 24 lot labels.

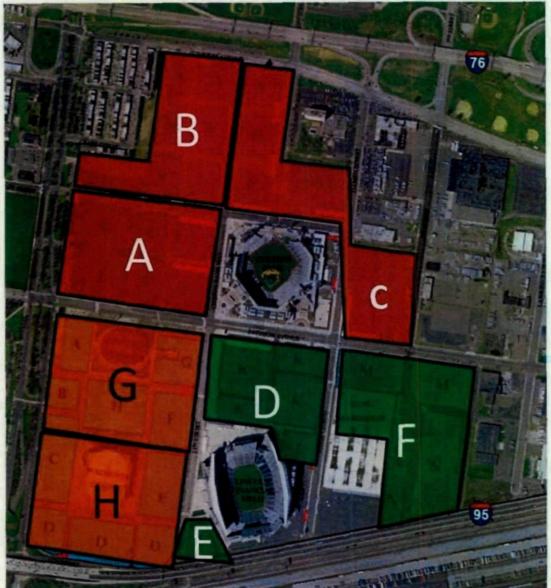


Figure 5-17: A simpler lot naming convention would help drivers focus on finding the right entrances first, then navigating to the appropriate destination after entry.

# Egress Signage

During post-event conditions, the use of variable message signs at strategic locations can significantly help improve egress times. The roadway grid network at the Sports Complex provides a good amount of flexibility in accessing regional routes. For example, drivers wishing to access I-95 South from the Pattison Avenue East and West gates can either travel via Packer Avenue to Front Street, or take Broad Street southbound, or alternatively, they can travel on Pattison Avenue to Penrose Avenue (see Figure 5-18).



Figure 5-18: The Sports Complex traffic network offers drivers multiple access routes.

A system that uses dynamic, remotely controlled message signs can help take advantage of this flexibility. One example is shown in Figure 5-19. This figure demonstrates how a standalone VMS that can be used to direct drivers to the best route to various destinations.



Figure 5-19: Use of variable message signs at decision points within the lots would help communicate both ingress and egress options to drivers.

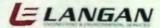
A variable message system can also be used to route vehicles around incident-related congestion. For example, during observations, an incident at the intersection of Broad Street and Zinkoff Boulevard caused significant congestion along northbound and southbound Broad Street. A series of VMSs would have been helpful in directing drivers toward alternate routes to the regional roadways.

The two priority locations for new portable VMSs would be along Phillies Drive at the intersections of Lots U,V, and S and along southbound Broad Street just north of Pattison Avenue.

The guidelines contained in the Manual on Uniform Traffic Control Devices (MUTCD) should be followed when using VMSs. The MUTCD 2009 Edition Chapter 2L about Changeable Message Signs (CMS, as defined in the MUTCD) contains sections on design characteristics, message length, and units of information. For example, MUTCD guidelines on message panels include the following standards:

- Each message shall consist of no more than two phases. A phase shall consist of no more
  than three lines of text. Each phase shall be understood by itself regardless of the sequence
  in which it is read. Messages shall be centered within each line of legend. Except for signs
  located on toll plaza structures or other facilities with a similar booth-lane arrangement, if
  more than one CMS is visible to road users, then only one sign shall display a sequential
  message at any given time.
- The minimum time that an individual phase is displayed should be based on 1 second per word or 2 seconds per unit of information, whichever produces a lesser value. The display time for a phase should never be less than 2 seconds.
- The maximum cycle time of a two-phase message should be 8 seconds.

Figure 5-20 shows how the existing overhead signs may be modified to accommodate variable messages. A small VMS attached to each sign with a "best route" arrow would help direct traffic out of the Sports Complex. These arrows would be dynamically and remotely changed to reflect the best route to each highway at any given time.



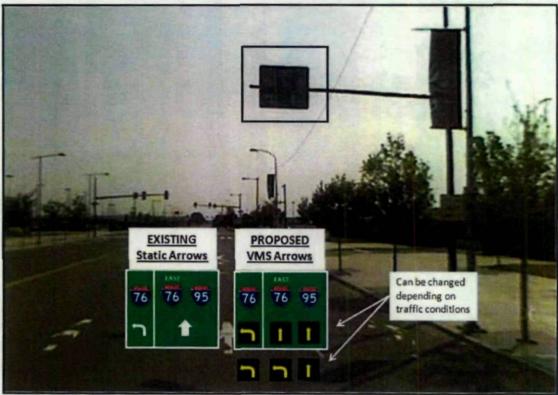


Figure 5-20: Consider adding small VMS arrow panels to existing static overhead signs.

As a long term improvement, large illuminated entrance and exit signs could be installed overhead at all of the parking lot gates to aid with egress, especially at night. The signs would be turned on when the gate is opened and turned off when the gate is closed.

#### Coordination

Event day traffic and parking operations feature a number of entities working together to develop the fan's transportation experience. A plan to enhance coordination between these entities before and on event day can significantly improve Sports Complex access.

### **Event Day Coordination**

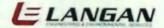
A Traffic Management Center is currently located at the Wachovia Center. From this location, parking and traffic managers can use the network of cameras around the Wachovia lots to observe traffic conditions within the lots and on the regional roadways. A Coordination Leader should be positioned at this location to act as a central point of contact for all traffic and parking management personnel. The Coordination Leader should have the authority to make changes to the operations plan based on a global view of event operations. The leader should observe traffic feeds from the network of cameras on-site. For certain events, it may be helpful to conduct observations from the rooftops of certain venues until the camera system is expanded to include feeds from new cameras in the Lincoln Financial Field and Citizens Bank Park. This Coordination Leader would be responsible for all aspects of the event day operations experience:

- Determine if signals should be set to event programs earlier or later than usual (before and after an event)
- Determine if signals need to be overridden at specific locations
- · Ensure that coordination between intersections is proceeding as planned
- Supervise parking and traffic management staff and ensure staff are performing stated responsibilities
- Determine when certain gates should be opened or closed and relay this information to traffic and parking staff so they can direct traffic accordingly
- Supervise VMS network and advise when changes are required (or be able to remotely control the VMS directly)
- Reassign staff on a temporary basis as needed to respond to incidents or to clear bottlenecks

It is recommended that the police have a representative on-site at the Traffic Management Center who can work along side the Coordination Leader to help plan and implement the best courses of action as traffic and parking circumstances change throughout the day.

#### Non-Event Day Coordination

Coordination meetings are currently scheduled between stakeholders on a monthly basis. Stakeholders in attendance include representatives of Comcast-Spectacor, Eagles, Phillies, Central Parking, Expert Parking, City Police, Streets Dept., Fairmount Park Commission, PA State Police, SCSSD, PIDC, and DRPA. In addition to these meetings, it may be helpful to develop and host regular meetings for a Sports Complex



Transportation Task Force. Representatives from the City, Comcast-Spectacor, the Eagles, Phillies, Philadelphia Police Department, and SCSSD would attend these meetings. It would also be advisable to also invite representatives from DRPA, PennDOT, SEPTA, and Central Parking. Once *Philly Live!* is open, a representative from that development may also be invited to this meeting. Public agencies are frequently eager to help improve fans' ingress and egress experience, while simultaneously reducing congestion on the regional roadways. These agencies can provide feedback on the following:

- Opportunities for using regional VMS to divert background traffic away from the site ("Football – Delays in Area – Use Alternate Routes")
- Construction schedules for upcoming roadway projects in or around the Sports Complex
- Timeframes for projected infrastructure improvements
- Special provisions for high-volume event days (e.g., extra trains for dualevent Lincoln Financial Field/Citizens Bank Park event days)



### Staffing





Figure 5-21: Traffic and parking management staff should have well-defined roles.

This section describes the role of traffic management staff and parking staff on event days. Event operations staff are asked to address a number of concerns on event days. A common understanding of specific event staff responsibilities can help staff focus on their core responsibilities, which in turn can help improve overall ingress and egress operations.

All event operations staff should be encouraged to be courteous, but they should not feel obligated to answer all fans' questions when queues form at the entry plazas. Instead, these staff can be supplied with flyers listing frequently asked questions that can be distributed to incoming fans. Most questions can be addressed by a well-designed flyer, and all fans will benefit from a faster ingress experience. The flyers may also include information on how fans can obtain additional assistance, including additional Sports Complex support numbers so fans can get answers to their questions after they have parked.

#### Parking Management Staff

Parking staff responsibilities can be separated into two categories: those involved with fare collection, and those responsible for directing traffic within the lots and access driveways.

The responsibilities of fare collection staff is to process entries as fast as possible to minimize queuing on the approach roadways. To help reach this goal, several methods can be used. As discussed in the earlier section on "Parking Fares", the most critical factor related to processing rates is the actual fare transaction. Odd fare denominations (\$12 or \$17) can lead to slower processing rates, while parking fares that are easier to make change for (multiples of \$5 of \$10 – i.e., \$20 or \$25) can help increase processing rates. Change makers can be used to provide change to drivers in queue at the entry plazas before they arrive at the point of fare collection. Fare collectors themselves should be instructed to process their transactions as quickly as possible. Whenever

possible, pre-paid parking permits should be used. The act of scanning or tearing off a permit is among the fastest transaction types available for event operations.

Parking management staff should designate separate cash and permit parking entrances as described in the section above on "Mixed cash and permit lots."

Tailgating should be managed by a Courtesy Patrol squad. The role of the Courtesy Patrol is described in more detail in the section on tailgating.

Parking staff within the lots should be instructed to direct fans to specific lots based on available supply, and to minimize conflicts between vehicular flows and between vehicles and pedestrians.

# Traffic Management Staff

The role of traffic management staff is to minimize pedestrian-vehicular conflicts, and to maximize efficient and safe flow for both pedestrians and vehicles. To meet this objective, traffic management staff should ensure that vehicles queuing through an intersection are cleared as quickly as possible ("clear the box"). Pedestrians should be encouraged to cross in platoons and only during the pedestrian phase whenever possible.

The event signal timing program at most intersections typically should not have to be overridden by traffic management staff. If an intersection has an efficient event signal program, and traffic management staff is focused on keeping the box clear between phases, staff should allow the intersection to operate on the signal program unless directed to intervene from the Traffic Management Center. Signal overrides should only be implemented when required by one of the following factors:

- Higher than usual background traffic volume
- Incidents upstream of the intersection that do not allow for normal operation
- Intersections that are not capable of event signal programs or are not coordinated with adjacent intersections

When staff must override signals, the following principles should be employed:

- Phase lengths should be typically set between 20 seconds and 60 seconds. Shorter phase lengths lead to decreased capacity, and longer phase lengths lead to excessive delays for other phases.
- Cycle lengths should be between 60 and 120 seconds.
- Phases for major event-related flows should be set to start and stop based on arrival patterns from upstream intersections. Most of the arriving traffic from an upstream intersection should arrive during the green phase.
- Signals should be overridden to provide exclusive pedestrian phases only during the peak 30 minute-period before and after an event.



Traffic management staff who are responsible for controlling mid-block pedestrian movements should be instructed to allow for a balance between pedestrian and vehicular flows. Vehicular traffic should be stopped only when a platoon of at least 10-15 pedestrians has formed on one side of the Street, or when pedestrians have been waiting more then 90 seconds to cross.

### Other Improvement Measures

### Jimmy John

The "Jimmy John" is the existing operating plan used by the police whereby vehicles exiting I-95 South at Broad Street are prevented from turning right onto northbound Broad Street. They are instead directed to make a U-turn at the bottom of the off-ramp and then travel east along Terminal Avenue (which becomes northbound 11th Street) to access the Sports Complex.

The operational issue found with the Jimmy John as currently implemented is that the remaining supply in the Wachovia parking lots cannot handle the demand of vehicles produced by the Jimmy John. As such, many of the vehicles rerouted by the Jimmy John end up turning onto Pattison Avenue, adding to congestion at the intersection of Pattison Avenue and 11<sup>th</sup> Street (see Figure 5-22).

### Recommended Alternatives:

- Implement Jimmy John earlier in the ingress period to fill eastern Wachovia lots while there are fewer pedestrians crossing 11th Street.
- Closer to game time, after eastern Wachovia lots are full, shut down Jimmy John and direct cars into the western Wachovia lots and the Phillies lots. This will reduce pedestrian-vehicular conflicts closer to game time.
- For Eagles games, use signs at I-95 SB ramp to direct permits to use the Jimmy John and cash to use Broad Street (see Figure 5-23). Consider directing permit parkers from I-95 NB to use the Jimmy John as well.
- On dual event days (when a Citizens Bank Park event is followed by a Wachovia event), direct cash and preferred parkers as shown in Figure 5-24 to reserve the spaces in the Wachovia lots for the later event.

#### Optimize Use of Underutilized Right-of-Way

There is potential to improve ingress and egress conditions by using additional access routes. For example, on ingress during Eagles games, some vehicles access the site via Darien Street, turn right at Pattison Avenue, and turn right into the Pattison East or West Gate. These vehicles add to the congestion and increase pedestrian-vehicle conflicts at the intersections of Pattison Avenue with Darien Street and with 11th Street. Consider directing cash parkers in this stream onto Phillies Drive so they can access the cash lots without traveling along Pattison Avenue. On egress during Eagles games late in the season, consider opening Citizens Bank Way for northbound through traffic at the intersection of Pattison Avenue with 11th Street to provide an alternative route for vehicles to avoid the congestion along Pattison Avenue.



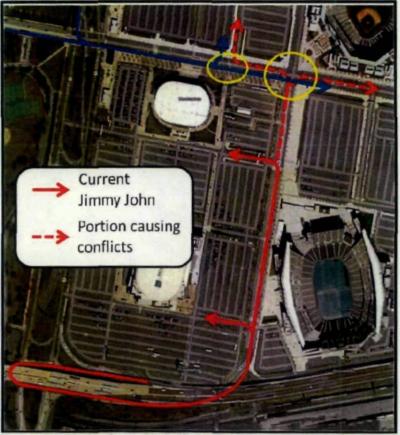


Figure 5-22: With the current Jimmy John operation, many vehicles are observed turning left from 11th Street onto Pattison Avenue. These left turns add to the congestion at the intersection of 11th Street and Pattison Avenue.

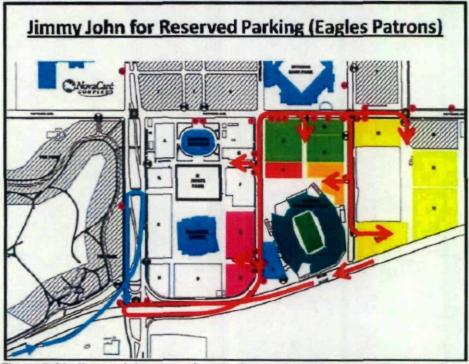


Figure 5-23: Jimmy John operation can be used to separate cash and preferred parkers on Eagles game days.

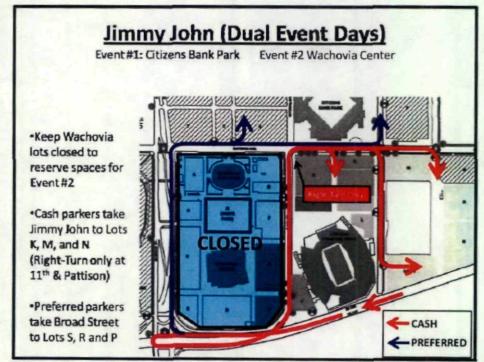


Figure 5-24: The Jimmy John operation can also be used to separate cash and preferred parkers on dual-event days.

- · Helps parking management staff route vehicles through the site
- Can contain a map and directions on the back
- Barcodes on permits can allow for real-time parking statistics and more efficient data collection for analysis of trip origin/destinations and usage patterns
- Reduced processing times vs. cash transactions

It is recommended that the Eagles consider switching to an all-permit operation on-site. Parking permits are used at several other NFL facilities, and all have been well received since implementation. These include the Houston Texans, New York Giants, New York Jets, and a majority of spaces for the Washington Redskins, Dallas Cowboys, and Miami Dolphins. There are several benefits to parking permits:

- Reduce traffic and parking demand significantly a team can place a premium on the spaces close to the Stadium. A result of this policy is that carpooling increases significantly. For example, vehicle occupancy at the Meadowlands has increased from 2.4 persons per vehicle to 3.0 persons per vehicle after the introduction of permits. For a typical Eagles game, this can equate to a reduction of vehicular demand by several thousand vehicles. Effective supply is projected to decrease during construction of *Philly Live!* and after its completion, so demand management strategies may have to be employed to mitigate the projected shortfall. Permits have proven to be a very effective mitigation measure. Initiating implementation during construction of *Philly Live!* provides justification for the policy change.
- Reserve on-site lots especially during peak events and when Philly Live!
  opens, a parking permit system ensures that Eagles fans park in the lots closest
  to the Stadium.
- Improved traffic operations permits are typically used as hangtags (see Figure 5-25) and fans are instructed to display permits on entry. Traffic management staff can then identify fans' destination lots as they arrive based on the color of their permit, and direct them to the appropriate lots and lanes from a distance (see Figure 5-26).



Figure 5-25: Strategically-designed hangtag permits can help traffic and parking managements staff identify reserved parkers from a distance and direct them to the right lanes.

Available off-street alternatives: The Philadelphia Sports Complex features a grid
network and off-site lots. The grid network allows for non-permit holders to be
redirected away from permit lot entrances relatively easily. Vehicles without
permits can be directed to one of many off-site lots and fans would be able to
walk into the Site (as opposed to being bused in). This is currently being
implemented to some degree as Lots M, N and G reach capacity and only
"reserved permits" are allowed access while cash are redirected.

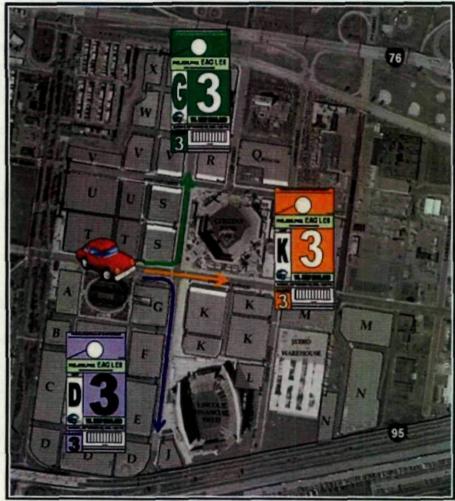


Figure 5-26: Traffic management staff would be able to direct parkers to different destinations based on the color of their permit hangtags.

### Fare Collection Methods

As mentioned above, the fare collection transaction is one of the most important factors affecting ingress conditions. A long average transaction time will lead to poor throughput at plazas, and long queues on the approach roadways. The most efficient fare collection method is a pre-paid parking permit with a barcode or a tear-off. With either option, a real time fare collection system is recommended to prevent fraud. A real-time fare collection system can help prevent fraud by identifying duplicate or

counterfeit permits. Most real-time fare collection systems include a network of ground loops and wireless point-of-sale devices which allow for accurate and instant visualization of entries by each plaza, as well as allow for rejection of invalid or duplicate codes. This system can in turn be used to predict remaining supply in specific lots.

### Sports Complex Website

Fan education is an important part of the toolbox for improving the gameday experience. One effective method for communicating planned changes in circulation and parking patterns is the use of team or venue websites (and pages on social networking sites like Facebook). Each venue currently has a website which includes traffic and parking directions. A unified Philadelphia Sports Complex website would present a universal destination for fans looking for event day traffic and parking information. Fans would be able to select their destination venue, enter their origin, and generate best driving directions based on the traffic patterns to be implemented on-site. This has been implemented in Dallas (Cowboys Stadium) and in Harrison, NJ (Red Bull Arena), among other places. Fans may be more likely to follow these directions, which are customized based on origin and departure routes, than static circulation diagrams, which cannot account for specific origin-destination combinations. From this website, fans could elect to sign up for email updates that could include planned or sudden changes in traffic or parking at or near the venue.

A section on the website should describe how operations change closer to game time. For example, a fan that arrives 3 hours prior to an Eagles game may have more flexibility in choosing a parking space than one who arrives 1½ hours prior to kickoff. This description should help fans understand the rationale for the operations plan, and should reduce fan concerns about the consistency of gameday operations.



### 6 Long-Term Recommendations

The following are some of the suggestions for potential long-term improvements. Some of these concepts may require further study; however, one or more of these may be applied to significantly improve the event day experience. The general principles behind these improvements are to minimize conflicting vehicular movements at intersections and to maximize the use of the existing right-of-way, particularly for egress conditions.

## Prohibit Left Turns off Pattison Avenue

The first concept is to eliminate left turns off Pattison Avenue (see Figure 6-1). This principle would require additional signage on the approaches to the Sports Complex to advise drivers of the best route to specific reserved lots, since left turns would be prohibited along Pattison Avenue. The majority of fans – most of whom are general parkers – would be directed into specific general parking lots on either side of Pattison Avenue based on their arrival route into the Complex. Reserved pass holders would be given directions to their specific lots.

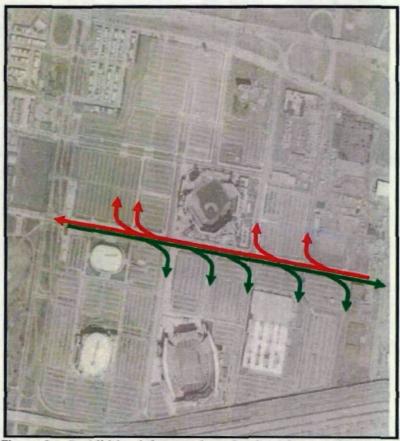


Figure 6-1: Prohibiting left-turns from Pattison Avenue during event ingress periods may help reduce congestion along the roadway.

This concept could improve the flow of traffic along Pattison Avenue. The elimination of left turns should reduce queuing along roadways. Signal timing at the intersections along Pattison Avenue would be reconfigured to take advantage of the extra capacity. The improved throughput on Pattison Avenue should have a cumulative benefit on traffic flow by causing less congestion at the intersections of Pattison Avenue with Broad Street to the west and with Front Street to the east.

# One-Way Couple - Pattison and Packer

Another option to minimize conflicts is to consider a one-way couple between Packer Avenue and Pattison Avenue (see Figure 6-2). As is the case with the other concepts, this requires further study and new parking patterns may be required to accommodate it. This has the benefit of using the extensive ROW on both Avenues for one-directional flow. Conversion of two-way streets into one-way couples is typically inadvisable on streets with retail frontage, since there is a perception that it may hurt business. However, both Pattison Avenue and Packer Avenue are mostly free of retail frontage near the Sports Complex, so this recommendation should not face significant opposition from local businesses. Signage changes would obviously be required to accommodate this concept.

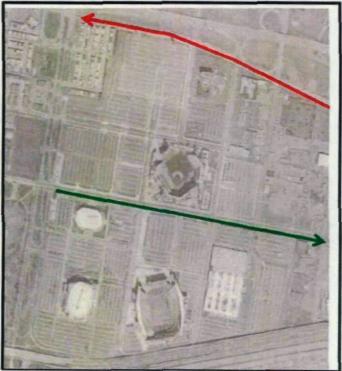


Figure 6-2: Consider converting Packer Avenue and Pattison Avenue to one-way streets to increase throughput and to reduce conflicts.

This option would reduce intersection conflicts and increase roadway capacity by using the entire right-of-way as one-way operation. However, it may limit circulation during certain events, and if not managed properly, has the potential to overload Broad Street.

### One-Way Side Streets

Another concept (which may be implemented more readily than those mentioned above) is the use of the side streets intersecting Pattison and Packer as one-way streets (see Figure 6-3). A counter-flow lane would be provided along all streets for emergency access, but the remainder of the right of way would be used to operate these streets as predominantly one-way egress routes during event egress conditions. The use of cones or barriers would allow for the maximum use of the existing right-of-way.

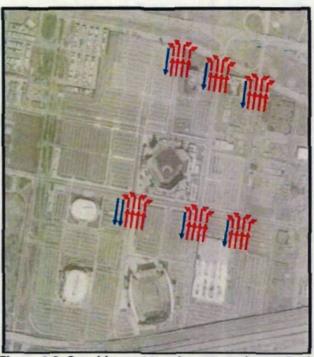


Figure 6-3: Consider making the approaches to Packer Avenue and Pattison Avenue oneway streets during egress conditions. Operational changes would be required to the streets (e.g., cones, traffic management agents).

### Transit Incentives

Increasing public transit usage to and from the Sports Complex can improve conditions for vehicles and pedestrians by reducing the number of parked cars. It would be beneficial to explore ways to further incentivize ridership, such as:

- Provide park and ride discounts from strategic stations, or co-sponsor Philly Live!
   incentives
- Subsidize SEPTA Transpass and/or tokens for Sports Complex venue employees and offer discounted season-long passes for full or partial season ticket holders
- Study the potential for SEPTA to provide additional Broad St express service for Sports Complex events
- In the long-term, consider further study of transit improvement projects that can expand transit connectivity to surrounding areas (Broad Street Line Extension to Navy Yard, possible connections with South Jersey PATCO lines)





Figure 7-1: Terminal Avenue Extension would improve access to several parking lots.

During egress, the Terminal Avenue Extension would again reduce the number of vehicles along Pattison Avenue. However, when combined with the 26th Street Extension, an alternate route to I-95 would emerge (see Figure 7-2). Vehicles departing from the Eagles and Wachovia lots could travel along Terminal Avenue to Broad Street, then cross Broad Street and enter the 26th Street Extension. That would take them to Penrose Avenue, where on-ramps for I-95 exist. Additionally, vehicles that have exited the Sports Complex and are heading south along Broad Street could bypass the queue for the I-95 South on-ramp and instead continue to the 26th Street Extension and use it to reach the on-ramp along Penrose Avenue.



Figure 7-2: The 26th Street Extension would provide an alternate access route to I-95 from Broad Street and from Terminal Avenue.

# 8 Philly Live!

Philly Live! is a proposed 414,000 SF mixed-use restaurant, retail, and hotel development just north of the Wachovia Spectrum (see Figure 8-1). The construction phase of *Philly Live!* started with the demolition of the Wachovia Spectrum. At the time of this report, the retail and restaurant portions of the development are projected to be complete by 2012. The following section examines the impact of *Philly Live!* on event days.



Figure 8-1: The Philly Live! mixed-use development would change pedestrian patterns within the Wachovia Center lots.

### Methodology

Non-event day traffic and parking projections are based on standard traffic engineering methodologies. Trip generation is based on rates in the *ITE Trip Generation Manual*, 8th Edition with adjustments to account for transit share. Parking demand projections are based on the principles of the Urban Land Institute's Shared Parking methodology. This methodology accounts for "sharing" of parking spaces in a mixed-use development, and the resulting projected demand is therefore generally lower than what would be estimated using the standard *ITE Parking Generation* methodology.

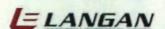


Table 5: Trip Generation Projections for Philly Live!

Land Use	Size	Unit	PM Highway Peak Hour		PM Peak Event Hour		Peak Saturday Highway Hour	
			Entry	Exit	Entry	Exit	Entry	Exit
Family Entertainment	414.905	kSF			817	668	904	904
Hotel	150	Rooms	51	33	47	42	60	48
Total			51	33	864	710	964	952
Auto Share	80%		12.00		691	568	771	761

Trip generation estimates are shown in Table 5. Trip generation estimates were based on a development program consisting of 414,905 SF of a multi-purpose recreational facility and a 150-room hotel. The trip generation estimates per square foot were comparable to projections for Meadowlands Xanadu, a similar multi-purpose sports entertainment facility proposed for the Meadowlands in East Rutherford, New Jersey. Using Meadowlands Xanadu rates, the trip gen numbers would be within 20% of these estimates.

Parking generation estimates are based on the Urban Land Institute's Shared Parking methodology, using the Entertainment/Retail land use code for the mixed retail/restaurant portion of the Philly Live!, and the hotel land use codes for the proposed hotel. The Shared Parking methodology allows for the calculation of parking demand variations over time of day, day of week, and adjusts for seasonality. For example, a retail development generates more parking demand on a Saturday evening in December (during the holiday shopping season) than during a weekday afternoon in July. Philly Live! parking projections are shown in Figure 8-2. The peak parking demand of 1,600 spaces occurs on Saturdays in late December (during the peak holiday shopping season). For the purposes of this analysis, however, the baseline Philly Live! demand is assumed to be a more typical (non-holiday peak) Saturday in November. The peak parking demand for the Philly Live! project during this time is some 1,300 spaces.



Figure 8-2: Philly Live! parking demand would be highest in December (during the holiday shopping season).

#### Event Day Operations with Philly Live!

On event days, the traffic and parking generation estimates would be lower than they would be on non-event days due to linked trips and stay away factors; however, some patrons would arrive at the Sports Complex solely for *Philly Live!* (and not for an event). This is evidenced by observations of existing restaurants near the Sports Complex. *McFadden's* and *Chickie's* and *Pete's* are typically crowded *during* events, indicating there is a strong desire among some fans to be at restaurants near the Sports Complex, even if they don't have event tickets. There are two primary factors in the assessment of *Philly Live!* demand on event days:

- Linked Trips Factor It can reasonably be assumed that some of the visitors
  to *Philly Live!* have tickets to an event and would have been at the Sports
  Complex anyway. For purposes of this study, a link trip factor of up to 25%
  has been applied. Actual link trip factors vary based on the event venue.
- Stay-Away Factor The stay-away factor is another important factor in projecting demand. This is based on the assumption that potential attendees would tend to avoid the Sports Complex on busy event days, and would prefer other days when there is lower event parking and traffic demand. For purposes of this study, a stay-away factor of up to 25% was applied and varies based on the event venue. Potential attendees would be more likely



to stay away during a 60,000 -person Lincoln Financial Field event, for example, than during a 17,000-person Wachovia event.

These factors are described in Table 6. For a Lincoln Financial Field peak event or a peak dual event, the factors account for a reduction in parking and traffic demand of nearly 45% from non-event day estimates.

Table 6: Average and Peak Philly Live! Parking Demand Projections

	Peak PL	Linked	Stay-Away	Demand
Eagles	1600	25%	25%	900
Phillies	1200	15%	15%	867
Flyers	1600	10%	10%	1296

	Avg PL	Linked	Stay-Away	Demand
Eagles	1200	25%	25%	675
Phillies	1100	15%	15%	795
Flyers	1200	10%	10%	972

Based on these estimates, the proposed Philly Live development would generate a demand for some 675 parking spaces on a typical weekend with a Lincoln Financial Field event. In addition to this projected increase in parking demand, the projected development footprint also results in a reduction in supply of some 650 spaces (see Figure 8-3).

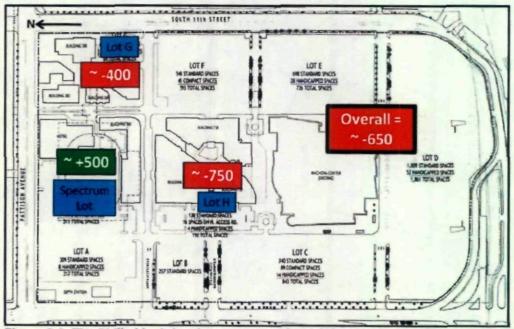


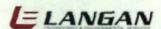
Figure 8-3: The Philly Live! development would result in a net loss of 650 spaces in the Wachovia lots.

The net result is that the effective<sup>2</sup> supply for Lincoln Financial Field event parkers is some 1300 spaces less than it is today. Figure 8-4 shows the projected overall site effective supply and demand for a typical event at each venue, including a dual Citizens Bank Park / Wachovia event. For dual events and some Lincoln Financial Field events, the official on-site parking supply may be at or near capacity. For these types of events in December, *Philly Live!* demand is projected to be higher than what is shown in this figure, and a more significant shortfall of spaces may result.

### Scheduling Restrictions

It is recommended that the current restrictions on the scheduling of simultaneous events be revisited now that *Philly Live!* is in construction. As discussed above, the total on-site supply will decrease, and the on-site demand will increase over time. Dual event restrictions may need to be more stringent during construction of *Philly Live!* and during the first few months or first year of opening. It is recommended that studies be conducted during the first year of *Philly Live!* to monitor overall site demand, and that the lease requirements be adjusted as needed based on the actual observed demand from the *Philly Live!* development.

<sup>&</sup>lt;sup>2</sup> An efficient self-park operation typically operates at a maximum efficiency of 98%.



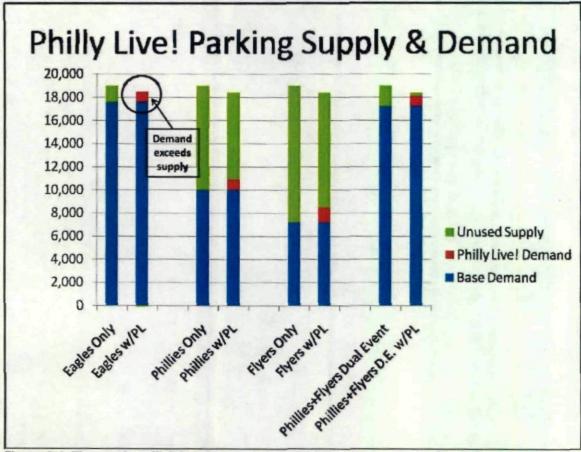


Figure 8-4: The on-site official parking supply would be at or near capacity during Lincoln Financial Field events and during dual events with the opening of Philly Live.

#### Comparison of 2004 Report Pedestrian Section With Philly Live! Site Plan

In the June 2004 Stadium District Transit Study, several recommendations were made for pedestrian access and movement throughout the Stadium District. One of the recommendations developed in that report included a "Sports Village Walk". Some of these principles have been incorporated into the plans for Philly Live! development. While there are similarities between Philly Live! and the proposed Sports Village Walk concept, some pedestrian access issues have been identified and are discussed below.

The 2004 Stadium District Transit Study discusses how the sports facilities are isolated from the subway as a result of the eastward relocation of Citizens Bank Park and Lincoln Financial Field. Based on the location of each venue within the Stadium District, one of the most immediate issues is the flow of pedestrians between the Pattison Station and the various sports venues. It is critical to channel pedestrians towards the venues in a manner which minimizes vehicular-pedestrian conflicts and allows for efficient traffic flow.

The 2004 Stadium District Transit Study analyzed pedestrian routes, and determined which routes may need improvement (pathways which cross parking lots and negative pedestrian routes). The Stadium District Transit Study envisioned a new diagonal path connecting Pattison Station to the Wachovia Center and Lincoln Financial Field. This path would have reduced the number of vehicular-pedestrian conflicts within the lots surrounding the Wachovia Spectrum, and would have reduced pedestrian volumes along Pattison Avenue. The Philly Live! layout differs in that the diagonal path from Pattison Avenue and 11th Street to the Wachovia Center does not serve pedestrian traffic exiting from Pattison Station.

This new pedestrian path would not help mitigate the vehicular-pedestrian conflict points noted in the 2004 study (see Figure 8-5). Due to the additional traffic generated by *Philly Live!*, the volume of conflicting movements at these locations may increase on both event days and non-event days.

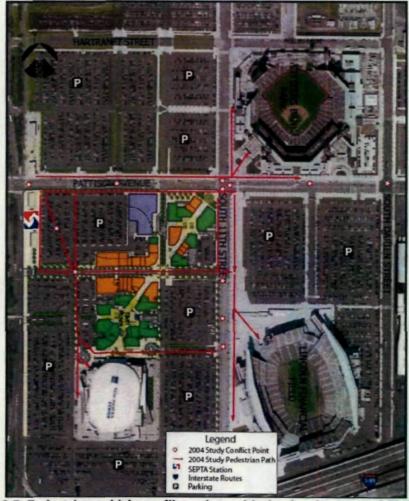


Figure 8-5: Pedestrian-vehicle conflict points with the development of Philly Live!

### Construction of Philly Live!

It should be noted that during construction of *Philly Live!*, the effective supply in the Wachovia lots would be reduced by up to 1,500 spaces from where it is before construction starts. During construction, there may also be shortfalls in on-site supply for Lincoln Financial Field events and dual events (see Figure 8-6).

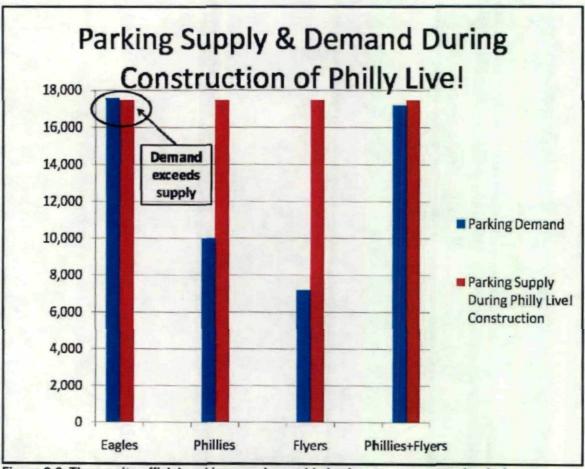


Figure 8-6: The on-site official parking supply would also be at or near capacity during Lincoln Financial Field events and during dual events during the construction of *Philly Live!* 

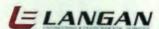
#### Who Parks Where

A traffic and parking operations plan has not been developed for *Philly Live!*. A traffic and parking plan should be developed with all stakeholders to identify:

- Who parks where will spaces be reserved for Philly Live! customers, or will Philly Live! customers be allowed to park anywhere in the general parking lots?
- Parking policies
  - o What will be the parking fee for Philly Live! customers?



- What will be done to discourage non-ticket holders from coming on event days? (Currently, during all events, parking staff ask non-ticket holders to leave the parking lots shortly after the event has started.)
- How will parking lot assignments change for Wachovia Center patrons after Philly Live! opens?
- What contingencies are in place to deal with potential delays with Philly Live! construction?
- What type of signage, if any, will be provided for Philly Live!, and will it be consistent with existing Sports Complex signage?
- If shortfalls do result, would stakeholders be willing to park customers off-site and shuttle them to the site?



# Appendix A

Traffic Volume Diagrams



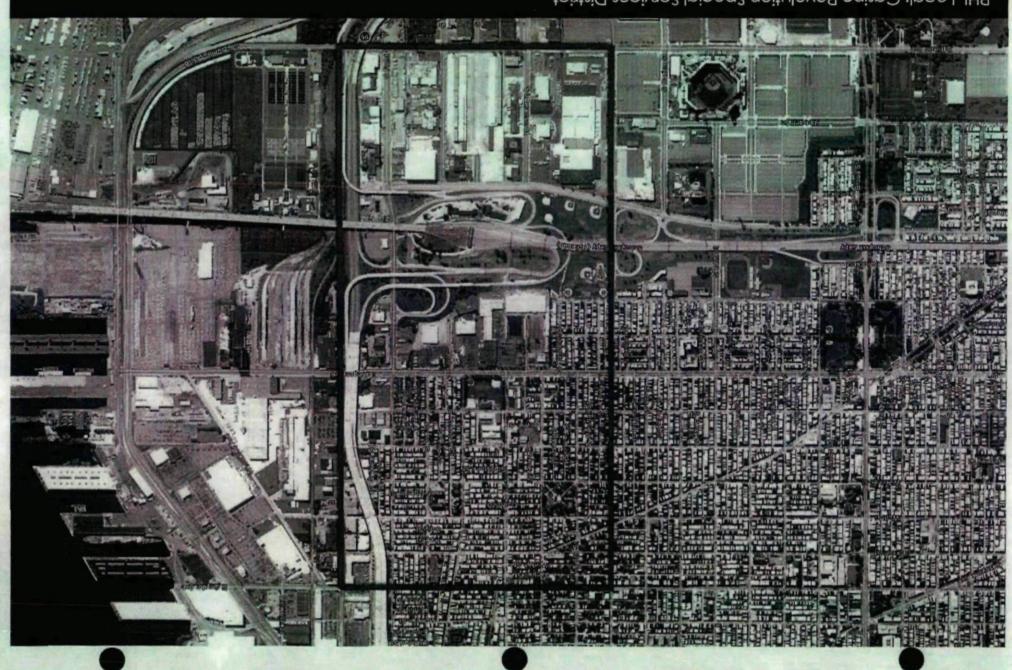
# CASINO REVOLUTION SPECIAL SERVICES DISTRICT

PHL Local Gaming LLC will establish and fund the Casino Revolution Special Services District ("CRSSD") whose mission will be to:

- Protect the interests of the local communities and neighborhoods in the area of Casino Revolution.
- 2. Improve the quality of life in the local communities and neighborhoods in the area of Casino Revolution.
- 3. Promote the Efficient Operation of Casino Revolution.

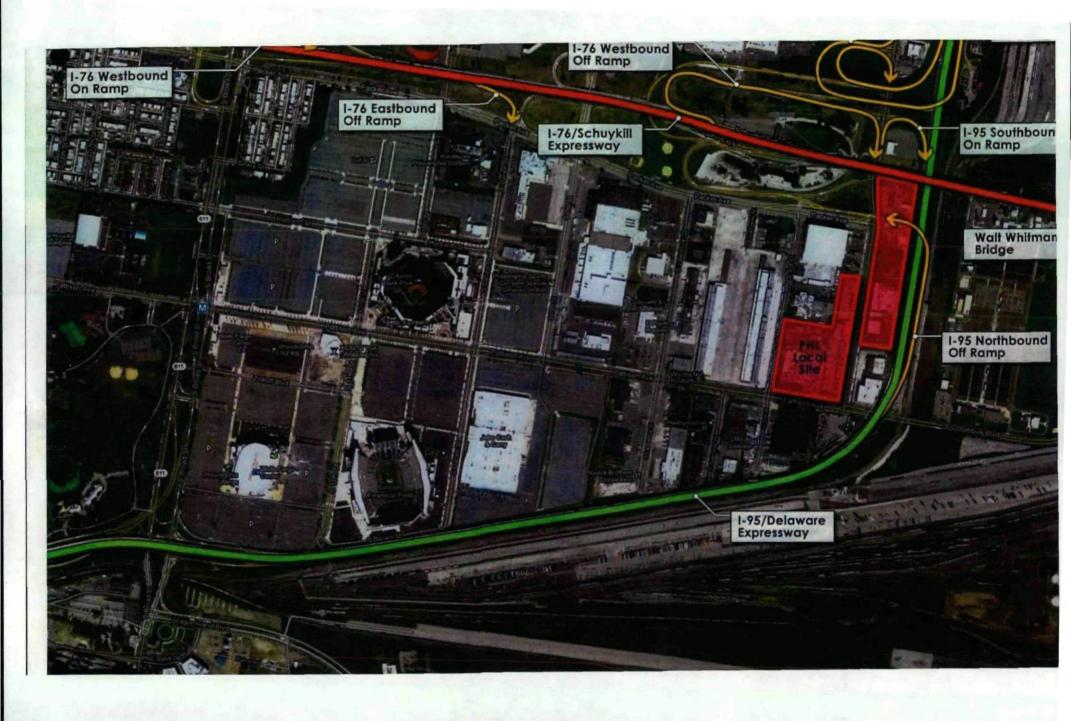
CRSSD will be a 501(c)(3) non-profit corporation and will serve the area bounded by Pattison Ave. to the South, Interstate #95 to the East, Snyder Ave. to the North, and 7<sup>th</sup> Street to the West. (See attached map of CRSSD boundaries) CRSSD will be guided by a Board of Directors that will include elected representatives of the communities and neighborhoods in the area of Casino Revolution, City and State officials, and PHL Local Gaming LLC executives.

CRSSD will be engaged in ongoing projects, programs, and studies to address neighborhood concerns and improve community quality of life. Areas of improvement include traffic and parking operations, street and sidewalk cleaning, tree care, landscape beautification, recreational facility upgrades, lighting enhancements, public safety initiatives and community events.



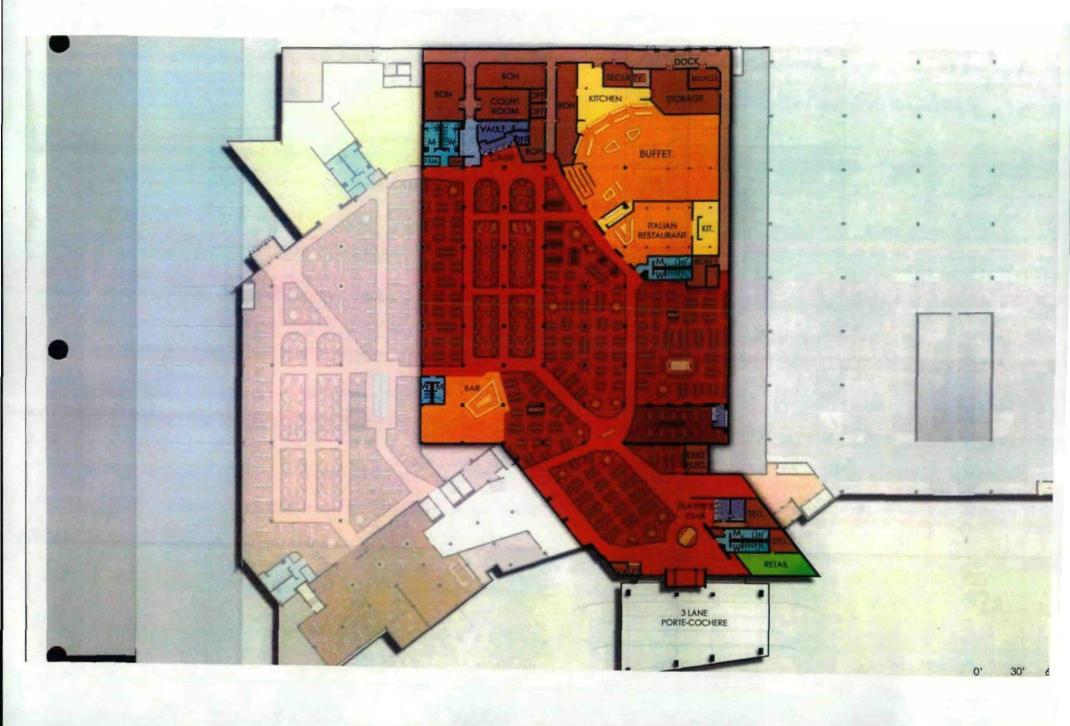
PHL Local: Casino Revolution Special Services District



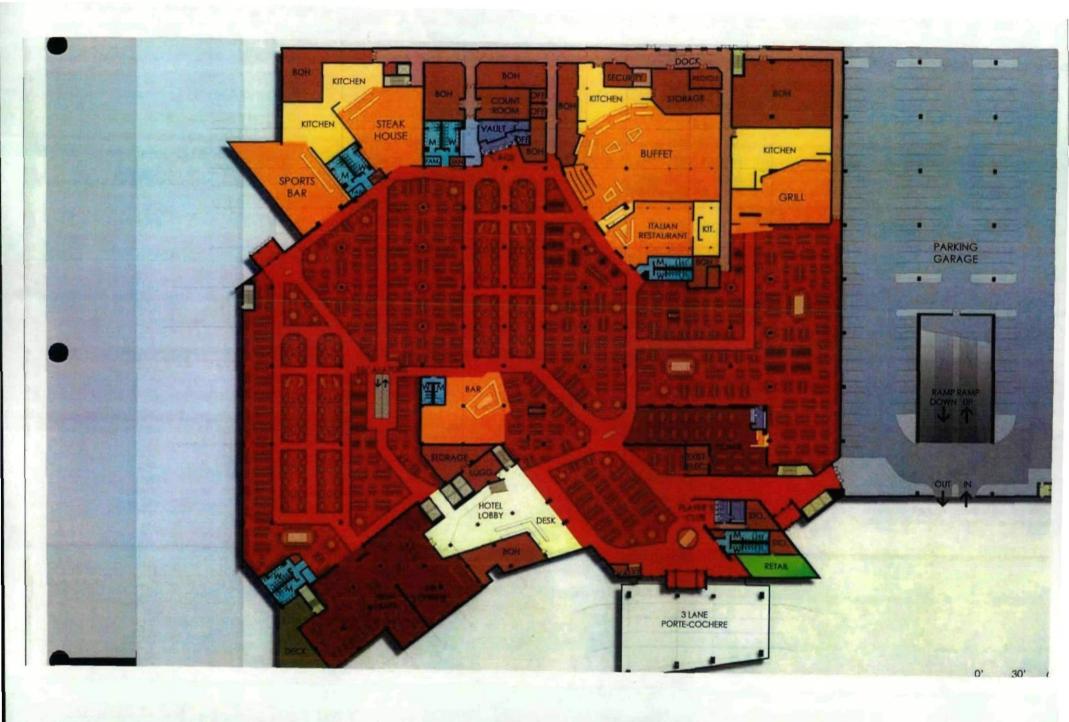


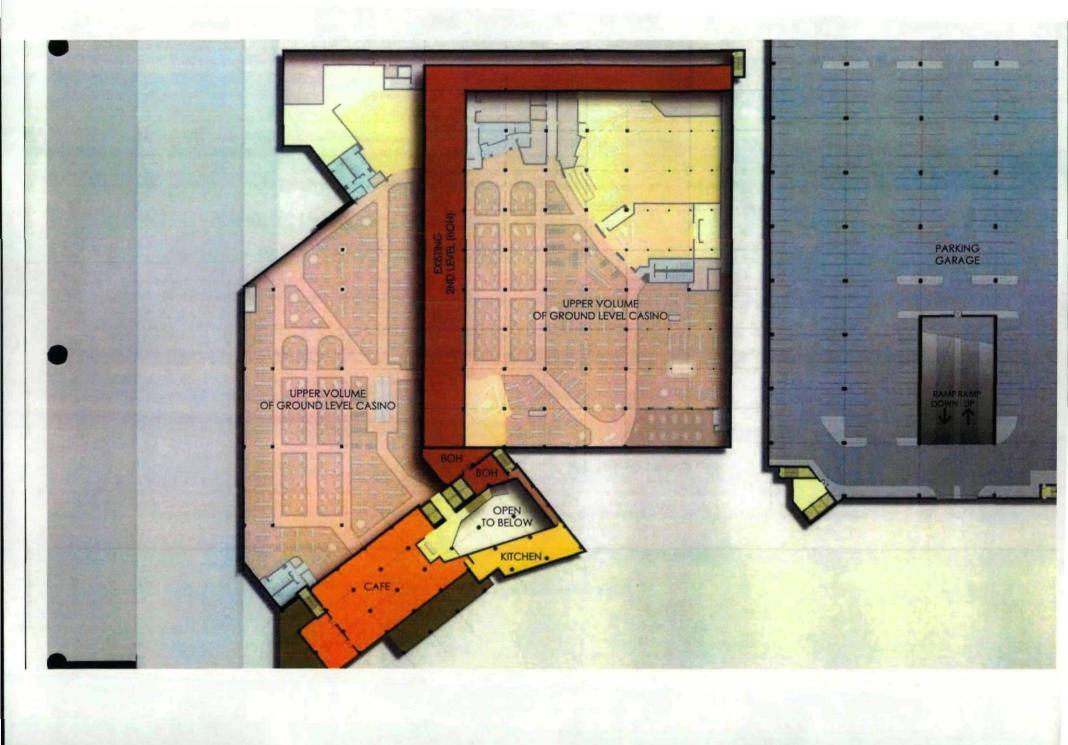


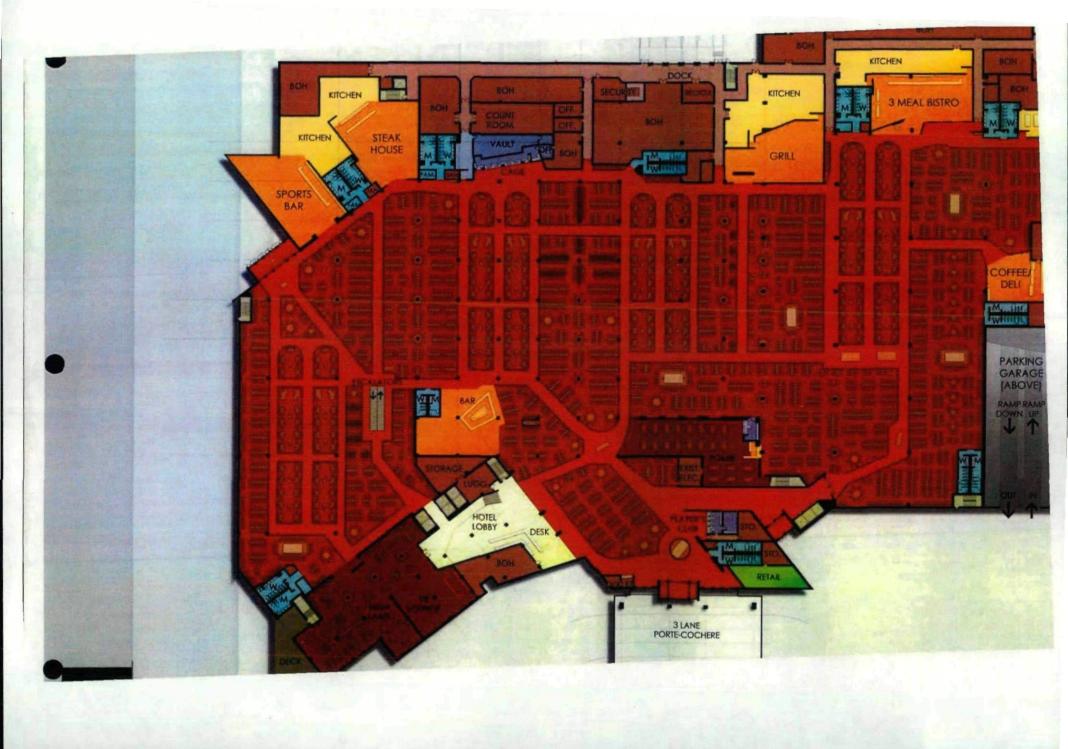


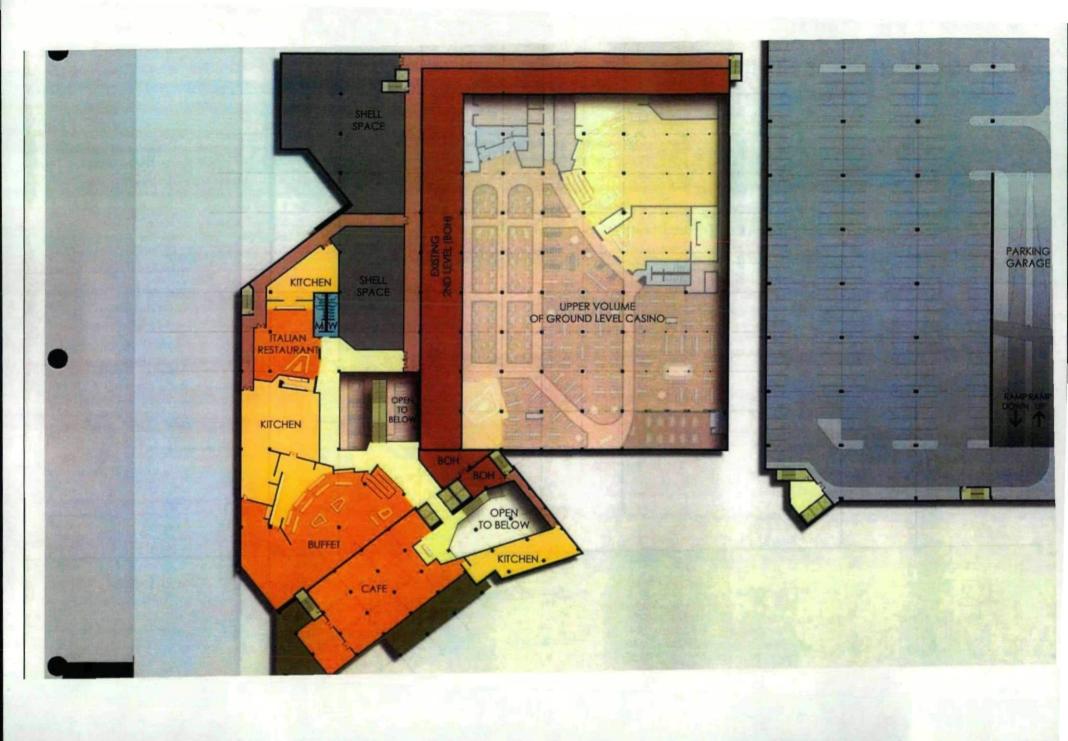


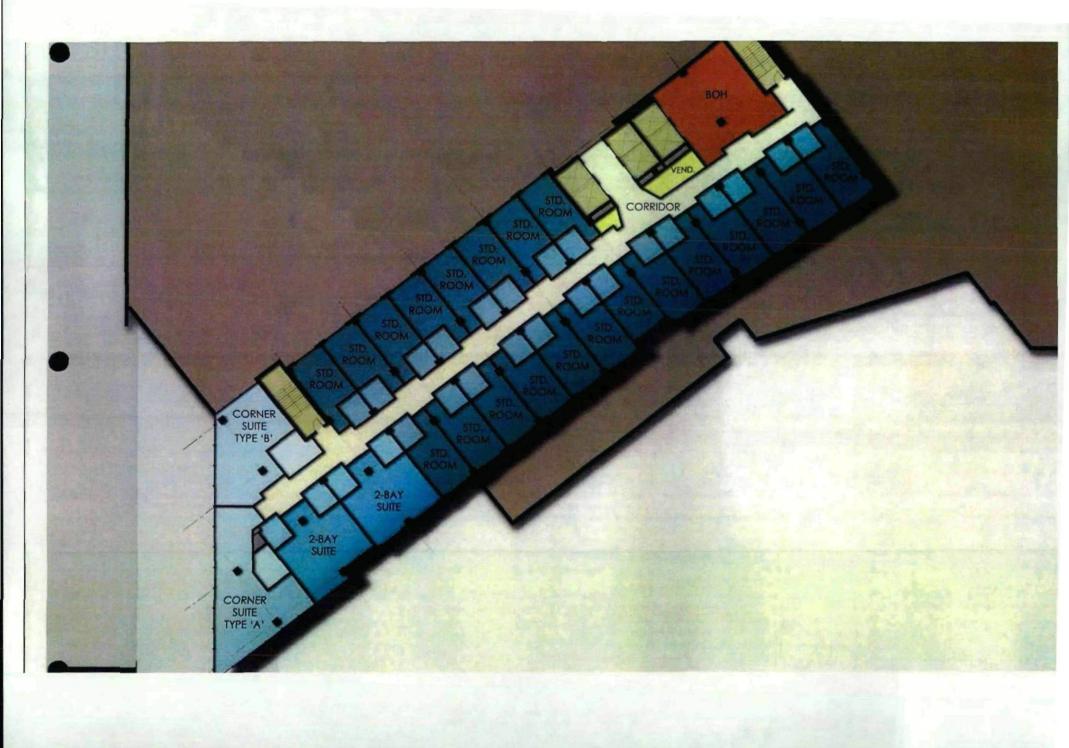








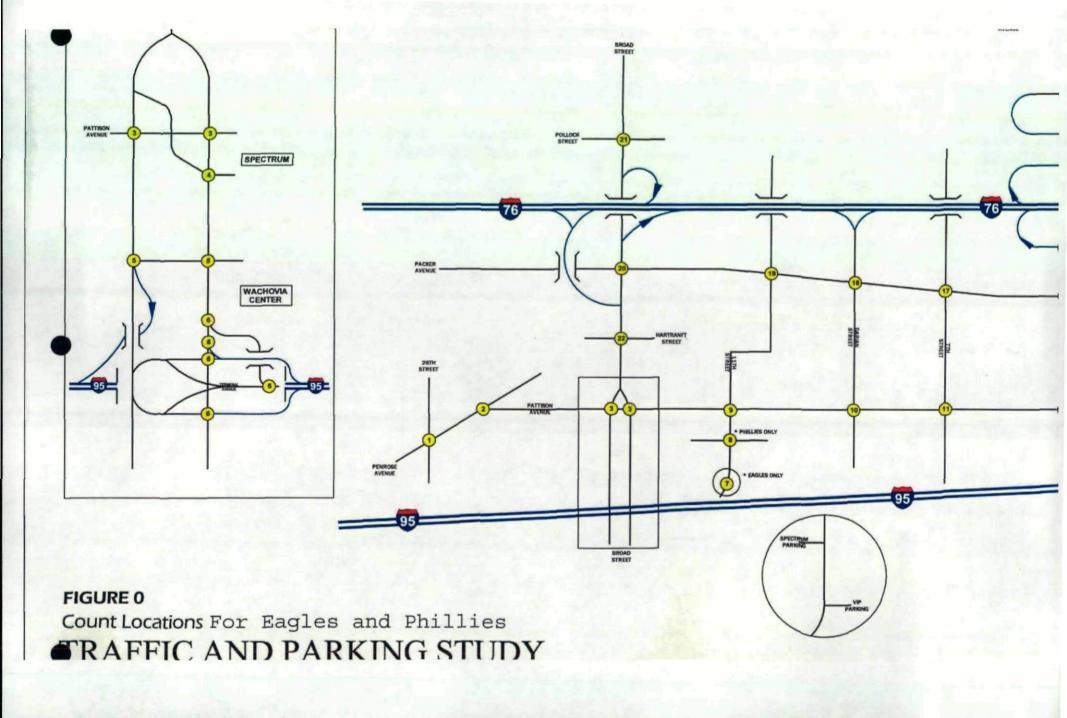


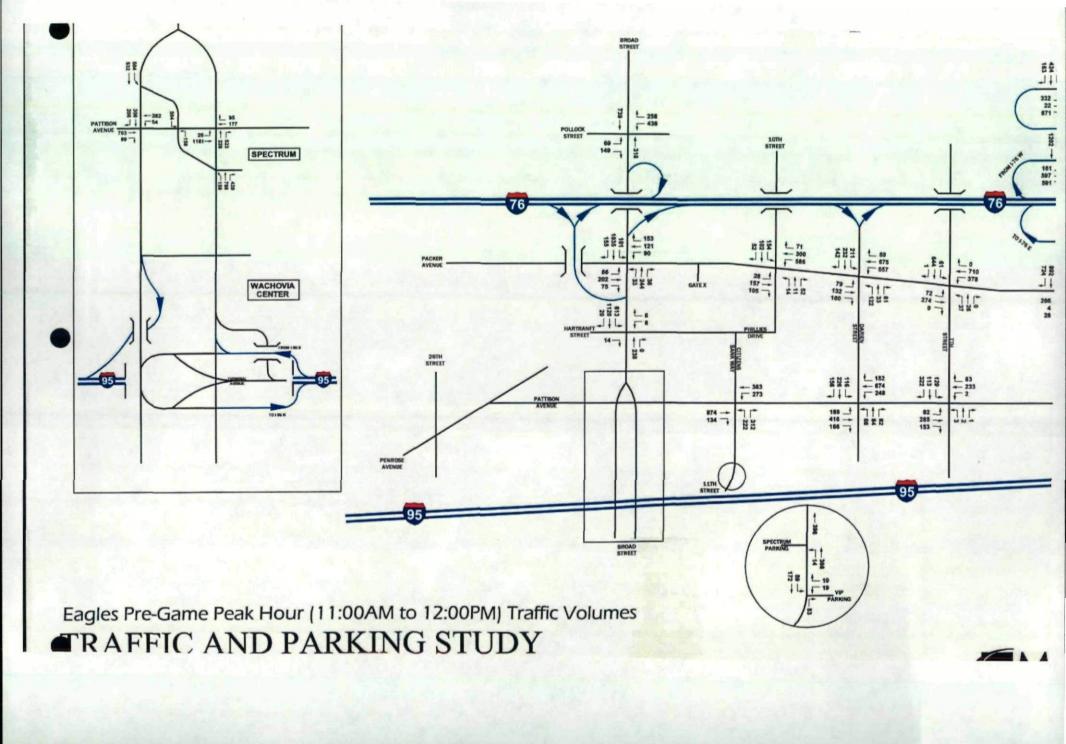


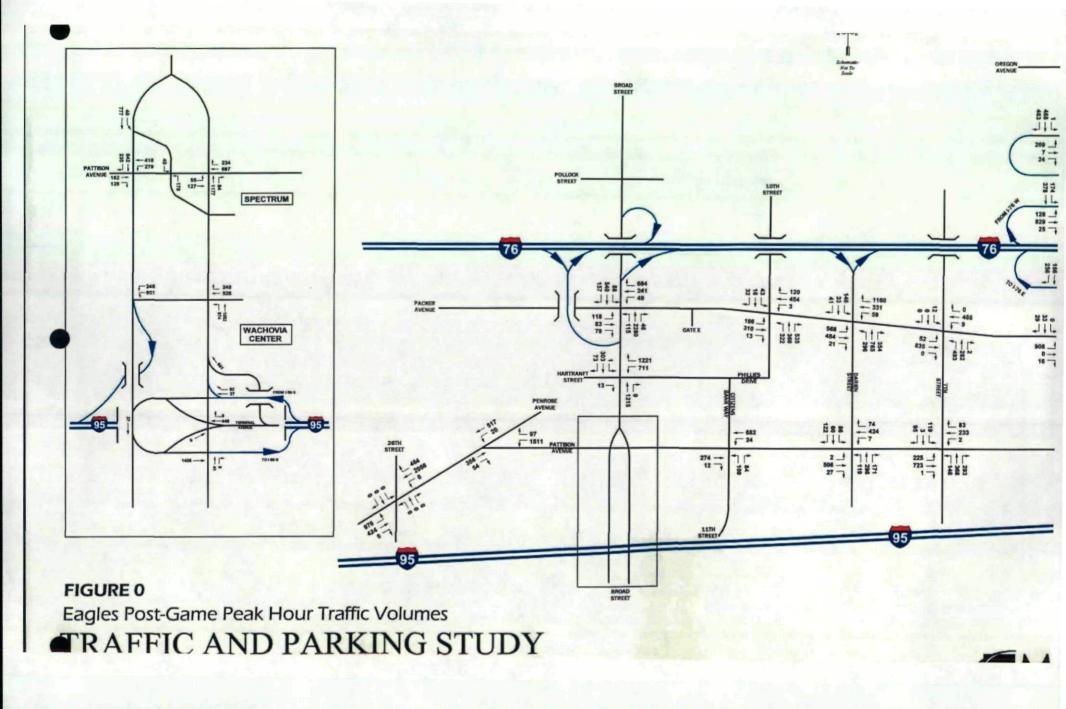


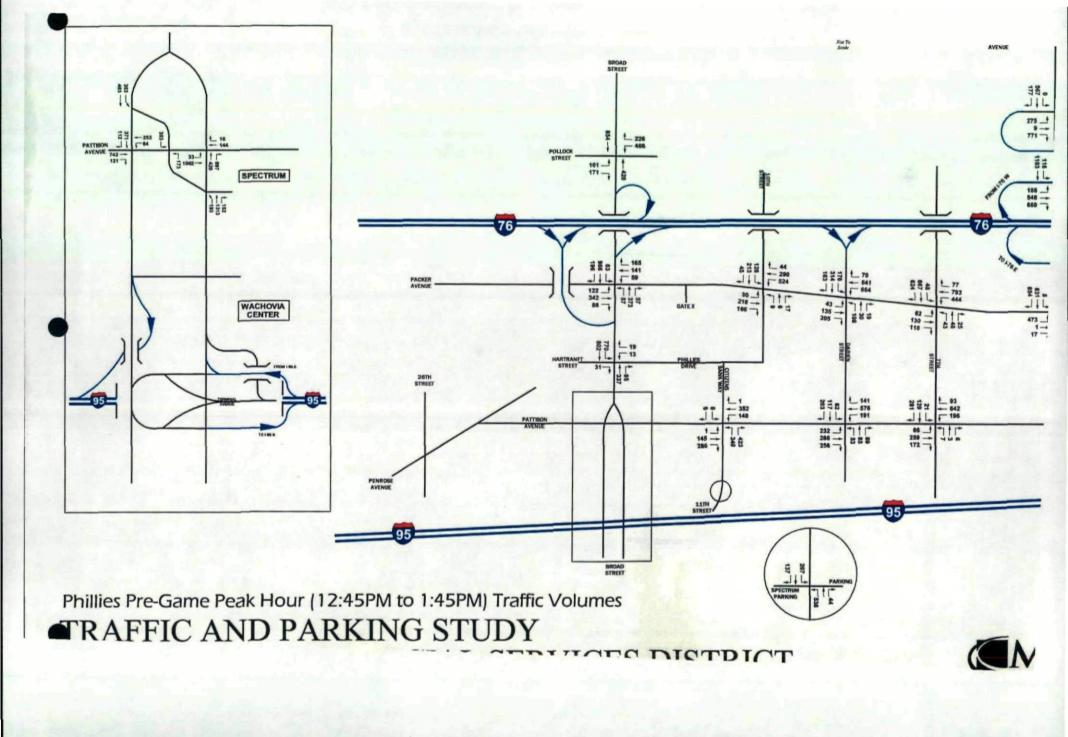


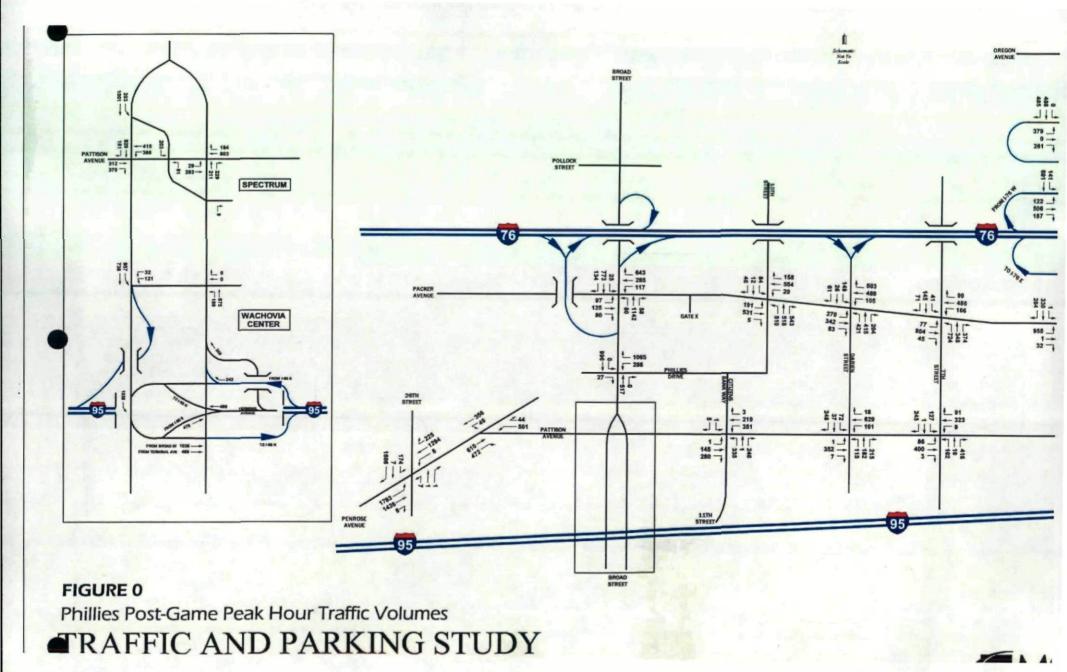


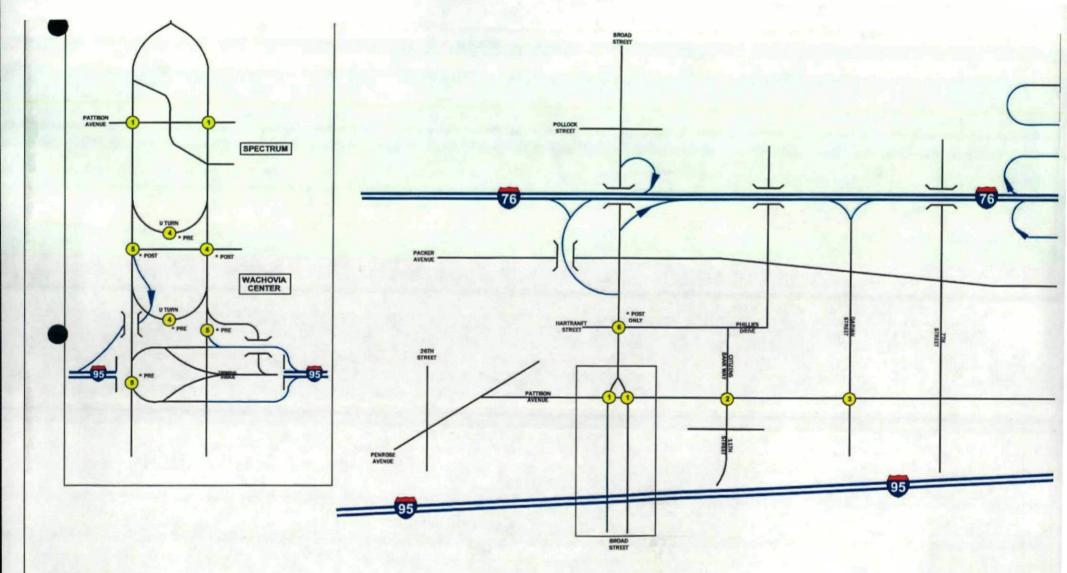








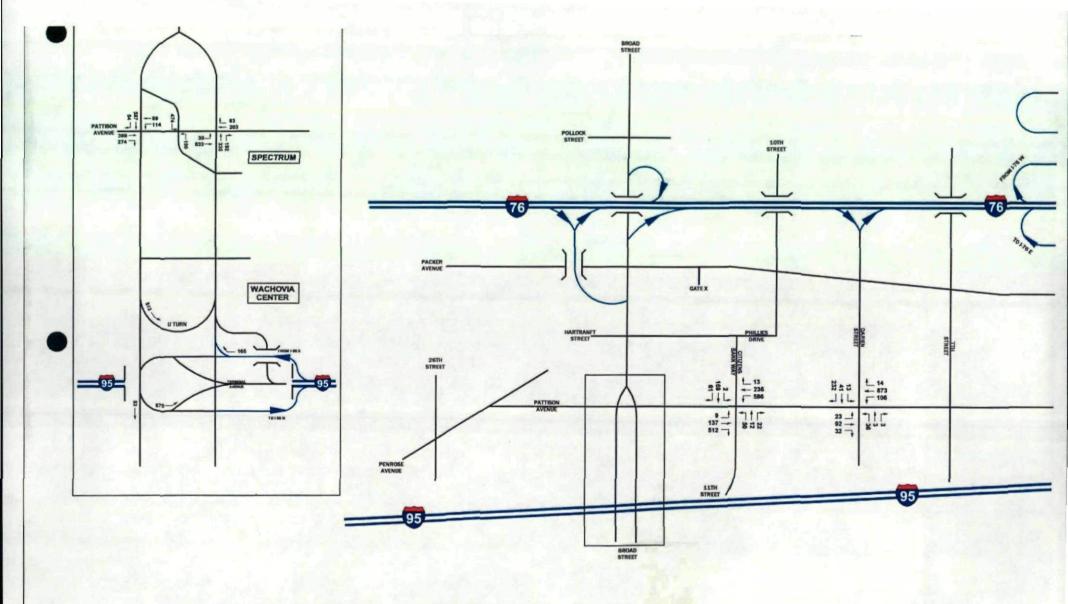




# FIGURE 0

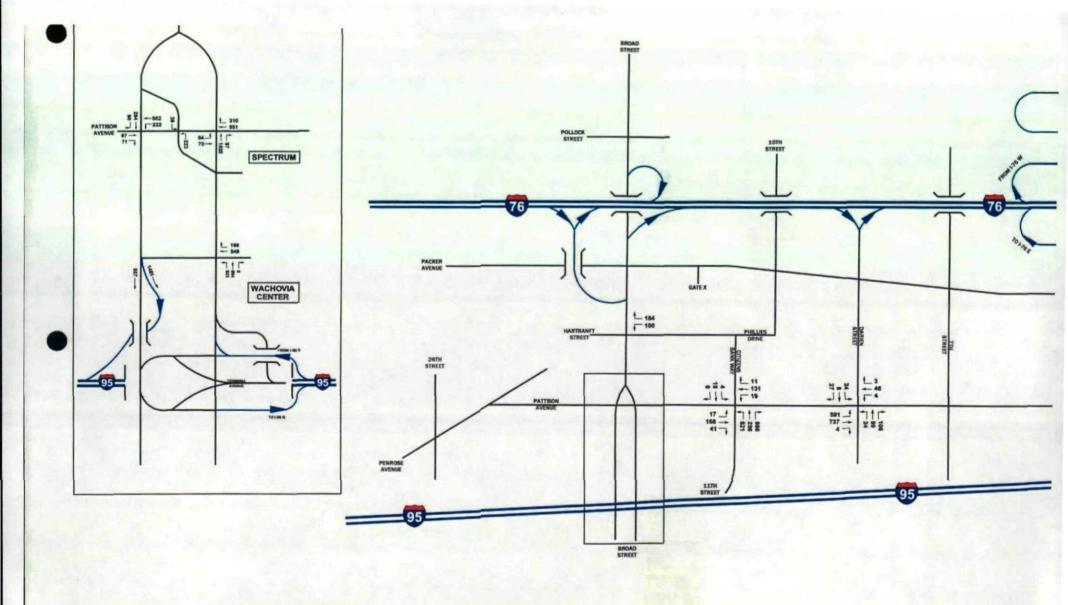
Count Locations For Flyers

# **TRAFFIC AND PARKING STUDY**



Flyers Pre-Game Peak Hour (6:00PM to 7:00PM) Traffic Volumes

**TRAFFIC AND PARKING STUDY** 



Flyers Post-Game Peak Hour (9:00PM to 10:00PM) Traffic Volumes

# TRAFFIC AND PARKING STUDY



• . • -•

# PHL LOCAL GAMING LLC

Slot Operator and Management Company - Application and Disclosure Information Form

APPENDIX 38: AS REQUIRED BY \$1925 OF THE GAMING ACT, APPLICANT MUST ADDRESS EACH TIEM LISTED IN THIS SECTION. IF AN ITEM DOES NOT APPLY, THE APPLICANT MUST STATE THAT IN RESPONSE TO EACH ITEM DISTED. PROVIDE A FLAN, WITH DETAILS, FOR THE FOLLOWING:

- (I) THE LOCATION AND QUALITY OF THE PROPOSED FACILITY, INCLUDING, BUT NOT LIMITED TO, ROAD, AND TRAINS!! ACCESS, PARKING AND CENTRALITY TO MARKET SERVICE AREA:
- (2) THE POTENTIAL FOR NEW JOB CREATION AND ECONOMIC DEVELOPMENT WHICH WILL RESULT FROM CRANTING A LIGENSETTO THE APPLICANT.
- (3) THE APPLICANUS GOOD FAITH PLANTO RECRUIT TRAIN, AND UPGRADE DIVERSITY IN ALL EMPLOYMENT CLASSIFICATIONS IN THE FACILITY;
- (4) THE APPLICANTS COOD FAITH PLAN FOR ENHANCING THE REPRESENTATION OF DIVERSE GROUPSIN THE OPERATION OF HIS FACILITY THROUGH THE OWNERSHIP AND OPERATION OF BUSINESS ENTERPRISES ASSOCIATED WITHI OR UTILIZED BY ITS FACILITY OR THROUGH THE PROVISION OF GOODS OR SERVICES UTILIZED BY ITS FACILITY AND THROUGH THE PARTICIPATION IN THE OWNERSHIP OF THE APPLICANT. PROVIDE SPECIFIC INFORMATION REGARDING THE DIVERSITY IN OWNERSHIP OF THE APPLICANT, I.E. MINORITIES, WOMEN:
- (5) THE APPLICANTS GOOD FAITH EFFORT TO ASSURE THAT ALL BERSONS ARE ACCORDED EQUALITY OF OPPORTUNITY INTEMPLOYMENT AND CONTRACTING BY IT AND ANY CONTRACTORS, SUBCONTRACTORS, ASSIGNES, LESSEES, AGENTS, GAMING SERVICE PROVIDERS AND SUPPLIERS IT MAY EMPLOY DIRECTLY OR INDIRECTLY:
- (6) THE HISTORY AND SUCCESS OF THE APPLICANT IN DEVELOPING TOURISM FACILITIES. ANCILLARY TO GAMING DEVELOPMENT, IF APPLICABLE TO THE APPLICANT;
- (7) THE DEGREE TO WHICH THE APPLICANT PRESENTS A PLAN FOR THE PROJECT WHICH WILL LIKELY LEAD TO THE CREATION OF QUALITY, LIVING WAGE JOBS AND FULL-TIME PERMANENT JOBS FOR RESIDENTS OF THIS COMMONWEALTH GENERALLY AND FOR RESIDENTS OF THE HOST POLITICAL SUBDIVISION IN PARTICULAR:
- (8) THE RECORD OF THE APPLICANT AND ITS DEVELOPER IN MEETING COMMITMENTS TO LOCAL AGENCIES. COMMUNITY BASED ORGANIZATIONS AND EMPLOYEES IN OTHER LOCATIONS:
- (9) THE DEGREE TO WHICH POTENTIAL ADVERSE EFFECTS WHICH MIGHT RESULT FROM THE PROJECT, INCLUDING COSTS OF MEETING THE INCREASED DEMAND FOR PUBLIC HEALTH CARE, CHILD CARE, RUBBIG TRANSPORTATION, AFFORDABLE HOUSING AND SOCIAL SERVICES, WILL BE MITTIGMTED:
- (10) THE RECORD OF THE APPLICANT AND ITS DEVELOPER REGARDING COMPLIANCE WITH
- (I) FEDERAL STATE AND LOCAL DISCRIMINATION, WAGE AND HOUR DISABILITY AND OCCUPATIONAL AND ENVIRONMENTAL HEAUTH AND SAFETY LAWS AS WELL AS (II) STATE AND LOCAL LABOR RELATIONS AND EMPLOYMENT HAWS:
- (III) THE APPLICANTS RECORD IN DEALING WITH ITS EMPLOYEES AND THEIR REPRESENTATIVES AT OTHER LOCATIONS.
- (1) Consistent with our public presentation to the Pennsylvania Gaming Control Board on 2/12/13, the proposed facility will be located on approximately 24 acres at the corner of South Front Streetland Pattison Avenue in South Philly. Our project consists of a 250 room 4-star hotel (210 deluxe rooms, 40 suites and a fitness center), 2:400 slot machines; 105 table games (which includes 25 poker tables and a high limitarea); a 300 seat buffet; a fine dining Italian restaurant; an upscale steak house, sports-bar, 24-hi cafe, coffee/espresso bar, 1,600 car parking garage and surface parking for over 1,200 vehicles.

(b)

## PHL LOCAL GAMING, LLC

Slot. Operator and Management Company - Application and Disclosure Information Form

### APPENDIX 38 continued.

The proposed facility is located far enough away from the Stadium Complexes as to not cause additional Stadium congestion but is strategically located to become a catalyst for the transformation of the industrial area between the stadiums and 1-95. Access to our proposed facility is excellent. Casino patrons will not need to drive through local neighborhoods to access our property, benefitting from existing road infrastructures already being utilized in and around the property. Please see PHL Local Gaming LLC's Amended Appendix 32 regarding Langan Traffic Impact Study.

The proposed facility is over four miles from the nearest existing casino.

(2) Casino Revolution will be the catalyst to transform the entire area from Front Street to the Stadiums. We have approximately 24 acres that is owned and controlled by PHL Local Gaming. In addition, Joe Procacci owns 8 acres in the Stadium District that can further spun development.

By utilizing the existing infrastructure on our site, we will be able to open a portion of our facility 6 months earlier than any other applicant. This accelerated phased opening: will create six hundred casino jobs and generate approximately \$41.0 million dollars of gaming tax revenue before any other applicant can open its doors.

The facility will be designed and constructed for ease of expansion to maximum gaming positions allowed by law.

Please see Economic lingact of the Planned Casino Revolution Study prepared by Klas Robinson Höspitälity Consulting.

- (3) Please see Casino Revolution Diversity Plan.
- (4) Please see Casino Revolution Diversity Plan.
- (5) Please see Casino Revolution Diversity Plan.
- (6) The principals of PHL have designed, developed and operated hotels, casinos, restaurants, sports facilities, rv-parks and camp grounds throughout the country.

#### Locations include:

- · Boulder Station, Las Vegas
- NV/Palace Station, Las Vegas, NV
- · Casino St. Charles, St. Charles, MO
- Kansas City Station, Kansas City, MO
- Wildwood Casino, Cripple Creek, CO
- Empress Casino Joliet, Joliet, IL
- Empress Casino Hammond, Hammond, IN
- Silver Reef Casino, Ferndale, WA

## PHL LOCAL GAMING, LLC

Slot Operator and Management Company - Application and Disclosure Information Form

#### APPENDIX 38 continued

- Silver Cross Stadium, Joliet, IL
- Pleasant Creek Campground, Oglesby, IL.
- (7) Our project will generate the following Economic Impacts to the surrounding community:
  - 428.0 million total direct project costs
  - \$147.2 million in projected annual city & state-taxes and fees
  - \$56.5 million annual purchase for ongoing operational goods and services
  - \$65.2 million construction payroll
  - 2,599 direct, indirect and induced Philadelphia jobs
  - 3,188 direct, indirect and induced Pennsylvania jobs
  - 1.235 construction jobs
  - 1,369 casino employees
  - 4.1 million annual visits
  - Please also see Economic Impact of the Planned Casino Revolution Study prepared by Klas Robinson Hospitality Consulting.

To provide full time permanent jobs for residents of the Commonwealth and specifically for residents of Philadelphia, we will give a 7% bid preference to all Philadelphia vendors and a 5% bid preference to all South Eastern Pennsylvania vendors. We are also committed to continue the Procacci Brother's model of 75% of our workforce coming from South Eastern Pennsylvania, including 35% from the city of Philadelphia.

- (8) PHL's principals pride themselves on following through on their commitments in every jurisdiction they have been a part of. PHL has had excellent relationships with all levels of governing bodies, from municipal to state to local, and has always met all of its commitments and obligations.
- (9) Due to the location of the proposed casino and hotel in an area with no housing or neighborhoods close to the sports complex, we do not anticipate any adverse impact on public health care, child care, public transportation, affordable housing or social services.
- (10) PHL's principals have supervised over 20,000 employees at its various operations, in both union and non-union environments. To our knowledge, there have never been any significant issues regarding occupation and environmental health and safety laws. We've never been involved in a work stoppage. PHL principals maintain a stellar employee/employer relationship in all of their operations.

Consistent with our presentation to the Pennsylvania Gaming Control Board on 2/12/13, below is an outline which supplements our answers above:

# PHL Local Gaming, LLC – Project Summary

PHL Local Gaming LLC has, hands-down, the BEST LOCATION.

## PHL LOCAL GAMING, LLC

Slot Operator and Management Company - Application and Disclosure Information Form The Procacci family owns our existing 23.5 acre parcel as well as additional acreage we could commit for future expansion

- Our project will be transformative of the Front and Pattison Neighborhood and it will spur development from Front Street to the Stadiums
- PHL is led by:

Two legendary, serial Philadelphia entrepreneurs (Joe Procacci and Dr. Walter Lomax) both of whom started with nothing and through sheer force of will have created enormously successful businesses across a range of industries from produce, to real estate development, to healthcare insurance, to media and technology

These gentlemen have a 65-year track record of commitment to our community here in Philadelphia

They have substantial financial firepower

They will be Trusted Stewards of a Gaming License in the City of Philadelphia

They will be Trusted Partners of the Commonwealth of Pennsylvania

- We Enjoy Solid Community Support and our project has minimal if any, impact on surrounding neighborhoods
- As the only applicant with an existing facility that can be easily retrofitted for use as a casino we have the singular ability to faster tax revenue to the Commonwealth which means more payroll for our community and accelerated tax revenue for the Commonwealth
- PHL's location and design will allow us to expand our project in response to market demand up to the maximum of 5,000 slots, meaning extensible payroll for the city and tax revenue for the Commonwealth.
- Finally, we don't have existing casino interests that we need to protect. We can focus all of our efforts and all of our attention solely and exclusively on delivering a powerful, transformative, and financially successful project for the City of Philadelphia and the Commonwealth of Pennsylvania

Slot Operator and Management Company - Application and Disclosure Information Form.

### PHL LOCAL GAMING - IT ALL BEGINS WITH OWNERSHIP

- Two well-respected highly successful local businessmen
- Great visionaries
- Great Américan success stories
- Got where they are through old fashioned hard work and perseverance
- Believe in being part of the community and projects like Casino Revolution
- For over 65 years, have made a difference in Philadelphia and in Pennsylvania
- Ownership's direct participation will guarantee success of this project

### FINANCIAL STRENGTH

- A good steward of this license for Philadelphia and Pennsylvania is someone with financial strength
- The Procacci/Lomax team has the financial strength by itself to complete this project
- PHL is also backed by Jefferies and Company and Wells Fargo Securities, two premier international gaming investment banks

### LOCAL BOARD OVERSIGHT

- PHL has a powerful board of nationally-recognized casino, hotel and financial management experts
- They have broad and deep experience in gaming operations, hospitality, convention sales and services, food and beverage and finance.



Slot Operator and Management Company - Application and Disclosure Information Form

The board will ensure that Joe Procacci's vision, commitment and

passion will continue for decades to come

### **MANAGEMENT**

- THE PHL MANAGEMENT TEAM HAS OWNED, MANAGED, DESIGNED, DEVELOPED, FINANCED AND OPERATED CASINOS THROUGHOUT THE UNITED STATES.
- THE TEAM HAS HELD SENIOR EXECUTIVE POSITIONS IN GAMING COMPANIES SUCH AS STATION CASINOS WHICH IS THE PREMIER LOCAL GAMING OPERATOR IN LAS VEGAS, AND EMPRESS ENTERTAINMENT, THE FIRST AND MOST SUCCESSFUL CASINO OPERATION IN ILLINOIS AND INDIANA.
- SIMPLY STATED, JOE PROCACCI HAS BROUGHT TOGETHER A HIGHLY ACCOMPLISHED TEAM OF GAMING PROFESSIONALS WITH DECADES OF SUCCESS IN THE GAMING INDUSTRY.

### TRANSFORMATIVE VISION FOR PHILADELPHIA

- Create an iconic structure that will change the skyline of South Philadelphia
- Catalyst for redevelopment of the Front and Pattison corridor
- Spur development through to the Stadium District

### RENDERING OF HOTEL TOWER

- The aesthetic icon for the project is the hotel tower.
- The tower sits on the site at an angle, to provide maximum exposure to I-95 as traffic flows around the bend.
- The design is modern, with added flair that speaks to the Casino program; including striking geometry and lighting effects.

O

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- The tower silhouette will become a visual signature of the property, almost logo-esque.
  - The guest room floors will provide an average of 25 keys per floor.
  - The "knife edge" of the tower includes two premium corner suites per floor. There will also be two deluxe suites per floor as well.

### RENDERING OF THE BAR

• A cutting edge bar is located to serve as a "landmark" and meeting space...conveniently accessible to the entire floor. THE TECHNOLOGY IS GOING TO BE SO GOOD THAT YOU ARE GOING TO BE ABLE TO FEEL THE "THE VIBRATIONS OF A BAT HITTING A BALL OR THE HEAVY BREATH OF A FOOTBALL PLAYER."

### RENDERING OF THE SHIPYARD

• PHILADELPHIA'S GREAT CULINARY TRADITION WILL BE REFLECTED IN THE RESTAURANTS, SPORTS BARS AND CAFES IN THE CASINO.

### **\$428.0 MILLION PROJECT**

The Phase 1 program consists of a casino with 2400 slot machines, 105 table games, a 250 room hotel, an Italian Restaurant, a Steak House, a 300 seat buffet, Sports Bar, Coffee/Espresso Bar, 1600 car parking garage and 1,200 surface parking spots.

### 2,400 SLOT FLOOR LAYOUT

- The casino plan is classically organized around two zones of table games, with the cage and the food and beverage energizing the perimeter of the floor. Circulation paths will be generous and simple to understand.
- Within the hotel footprint gaming is extended to serve high-limits players and VIPs. This area will be immediately accessible from the hotel elevators to provide convenience to the Casino. The hotel café and room service kitchen is located on the 2<sup>nd</sup> level of the hotel, visible from the hotel lobby.



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### WE CAN OPEN A QUALITY FACILITY SOONER THAN ANYONE ELSE

- Utilize infrastructure on the site
- Allows accelerated opening of Phase 1 six months earlier than any other applicant
- Total construction build-out of 15-18 months
- Accelerated opening generates 600 jobs with gross payroll of \$10.0 million, over \$41.0 million Local and State tax revenues before any other applicant even opens

### ACCELERATED LAYOUT

- The key to the expedited phase is that we are utilizing an existing building on the site, (Procacci Building 5) giving us an opportunity to open quickly, while the remaining project is being built
- An important feature of the design is that the final porte-cochere will be open and used on the first day. The customer's arrival and entry experience will never be disrupted during the construction of the remaining casino, parking garage, and hotel.
- This accelerated phase program provides 1,350 slot machines and 50 table games. A first class buffet and Italian Restaurant will serve the initial F&B needs. Valet parking services will be provided at the porte-cochere.

### \$51.9 MILLION DOLLARS

• By opening our accelerated phase six months before any other applicant, we will be able to generate an additional \$40 million in tax revenue for the Commonwealth and an additional \$10 million of gross payroll for approximately 600 employees.

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Casino Revolution

### Accelerated Pennsylvania/Philadelphia Community Benefit

Accelerated Months Open Before

Competitors

6

Gaming & Related Taxes

Total PA State Tax \$25,934,286

Total Philadelphia Tax (1st Class County) 3,146,047

Total EDTF 3,259,962

Total PRDF 7,174,916

Total Gaming & Related Taxes \$39,512,211

Property Taxes \$ 2;040,125

Gross Payroll \$ 10,446,410

Number of Full Time Equivalent Employees

600

### FUTURE EXPANSION TO MEET MARKET DEMAND

- Not only are we able to open 6 months earlier than any other applicant, the design for our casino affords us the ability to expand in response to market demand.
- Our project has been designed to allow for expansion to accommodate 5000 slot machines and 200 table games which is the maximum number of machines permitted by law.
- Even with the expansion of the casino to 5000 slot machines we still have 11 acres on which we can develop an additional entertainment and meeting space complex.

### TAX REVENUE BENEFITS OF ABILITY TO EXPAND WITH MARKET DEMAND



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• Our plan affords maximum flexibility to meet all market conditions in an expeditious manner to maximize revenue (up to \$300 million per year) for the Commonwealth of Pennsylvania.

### PHL Local Gaming Expansion Capability/Tax Impact

Number of Slot Machines	2,400	3,000	4,000	5,000
Net Gaming Revenue	\$ 315,648,317	\$ 398,942,644	\$ 548,409,212	\$ 714,475,889
Total State Tax	\$ 91,556,278	\$ 115,605,802	\$ 159,280,210	\$ 207,249,542
Total EDTF Tax	1,1,841,378	15,393,792	21,243,433	27,616,463
Total PRHDF Tax	26,051,032	33,866,342	46,735,552	60,756,218
City Share	•			
Total LSA Tax	11,049,518	14,136,370	19,465,557	25,336,103
Property Taxes	4,161,854	4,251,854	4,401,854	4,551,854
Total City Taxes	15,211,372	18,388,224	23,867,411	29,887,957
Total Taxes	\$ 144,660,060	\$ 1,83,254,159	\$ 251,126,606	\$ 325,510,179

### SITE DESCRIPTION

Best site due to size and strategic location

### Size is an advantage:

- 24 Acres of land in S. Philadelphia
- Need space to do urban casino properly 20 acres or more
- Large development footprint
- Provides program flexibility to meet market demands and maximize revenue
  - Euture expansion
  - Space for amenities
- Largest of the S. Philadelphia sites by far

De!

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- Unparalleled Access
- . Minimal neighborhood interference
- Minimal adverse traffic impact

### Location - Unparalleled Access:

- I-95 provides north south access
- 1-76 provide east west access.
- Proximity to 95 and 76 provides unmatched visibility to passing traffic
- Public transit via SEPTA

Not only are we near major highways, the streets where we are located are wide, with six lanes that create abundant capacity to accommodate casino traffic without causing congestion

The conclusion is clear - accessibility is a major advantage for PHL Local in terms of access from major roadways, but also in terms of wide streets to enter and exit the casino.

Our unparalleled access is purely due to our location.

Location - unique proximity to stadium and entertainment venues

### NO NEED FOR PATRONS TO DRIVE THROUGH NEIGHBORHOODS

PHL Local's site is least intrusive to residential neighborhoods - key feature that is unique to our location

This means our patrons can gain access to our facility without driving through a neighborhood.

In a city like Philadelphia which was just ranked as the 9th most congested, this is very important and can only be achieved with the right location.

In conclusion, our site reduces the need for visitors to drive through surrounding areas and minimizes neighborhood disturbance.

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### MINIMAL ADVERSE COMMUNITY IMPACT

Our location allows for the benefit for sports and entertainment amenities without creating an adverse impact on traffic in the area

Why? Traffic coming in and out of the Casino Revolution is not anticipated to mix with stadium traffic.

This is a result simply of being in the right location.

PHL Local hired an engineering firm (Langan Engineering) perform an evaluation of our sites impact on local traffic.

Their conclusion was that the intersection of Front and Pattison is ideal for PHL Local's proposed casino and hotel and the surrounding road network will adequately accommodate the casino traffic.

Additionally, the City of Philadelphia's impact study indicated that our project would have no negative impact to municipal services and specifically, the water and sewer system.

Again, these attributes result from the strength of our property's location.

### DISTANCE FROM RESIDENTIAL NEIGHBORHOODS

PHL Local's site is almost 1 mile from ANY residential neighborhoods

Not only do we have a size advantage, our location has the best access for patrons, is the most neighborhood friendly, and has the least negative impact upon traffic.

### PHL LOCAL'S NEIGHBORS AND NEIGHBORHOODS ARE IMPORTANT

PHL Local's neighbors are almost a full mile away from Casino Revolution's Front & Pattison location but are close enough to reap the economic benefits of the revitalization of the South Philadelphia area that will flow when the doors of Casino Revolution open for business.

PHL Local has defined the neighborhood that stands to gain the most

Slot Operator and Management Company - Application and Disclosure Information Form from Casino Revolution as spanning from Pattison Ave. on the South, to Snyder Ave. on the North, and from I-95 on the East out to 7<sup>th</sup> St. on the West. PHL Local's neighbors are primarily from the Whitman Plaza area, which is known as a close-knit community with strong neighborhood ties and full of traditions.

The Whitman Plaza area is but one of many Philadelphia unique neighborhoods. Philadelphia and Philadelphians are unique. We are a city of neighborhoods and we take great pride in who we are and where we come from. In Philadelphia, the name of your neighborhood isn't just something that you use to give directions, or a label you use when buying or selling your home. In Philadelphia, the neighborhood you come from in many ways speaks to who you are, how you were raised, and how you relate to your neighbors. In Philadelphia, neighborhoods are important.

Because Philadelphia neighborhoods are so important, it is critically important for anyone seeking to develop property in or near a neighborhood to know their neighbors and their neighborhood. At PHL Local, we know who our neighbors are; they are not strangers to us.

Joe Procacci and Dr. Lomax, PHL Local's iconic leaders, cut their teeth in the neighborhoods of South Philadelphia and know the importance and value of those "neighborhoods." For the last half of a century, Joe Procacci and Dr. Lomax have been an integral part of the South Philadelphia community. During that time, they and their families have flourished there, and they see this as an ideal opportunity to share that prosperity with their neighbors, with the city they love, Philadelphia, and with the Commonwealth of Pennsylvania.

During that time, Joe Procacci and Dr. Lomax have been strong leaders and good neighbors. Because of who they are and where they came from, Joe Procacci and Dr. Lomax are deeply committed to preserving and protecting the integrity of those neighborhoods. Their company, PHL Local Gaming, will be no different, and has already begun working with neighborhood and community leaders to develop programs to improve and enhance the neighborhoods bordering Casino Revolution.

There will be strong community support for PHL Local's Casino Revolution. As stewards of a license to own and operate a Philadelphia casino, the PHL Local team takes seriously our obligation to be an integral and

Slot Operator and Management Company - Application and Disclosure Information Form positive part of our community and to be a good neighbor. To that end, PHL Local has have already undertaken a substantial outreach effort to engage and enlist the support of key community and civic leaders.

Wherever the PHL Local team has gone, the people with whom we've met, have greeted the PHL Local project with enthusiasm and support. Our neighbors and our civic leaders recognize that WE HAVE THE BEST SITE. They know that PHL Local is the only bidder that puts Philadelphia and Philadelphians First. PHL Local has met with elected officials at the State and Local Levels, and has reached out to more than 300 civic, community, business and political leaders with information about PHL Local's project.

Ours is not a one-way conversation. We have met with hospitality and tourism industry leaders to discuss forming strategic partnerships designed to attract new sources of tourism and to maximize revenue from our existing tourist base. We've listened and learned: vistors and tourists report that they believe that Philadelphia is lacking a fun or a Wow factor. Casino Revolution, with its spectacular hotel tower, fine dining, and entertainment venues will fill that void.

These hospitality and tourism leaders have told us that tourists visiting. Philadelphia frequently schedule side trips to visit the Atlantic City casinos and that Philadelphia needs more of a fun factor to keep those tourists and those tourism revenues here in Philadelphia. Casino Revolution, with its first class appointments, will provide that fun factor, stop the diversion of tourism dollars to casinos outside of Philadelphia, and keep those tourist dollars here for the benefit of Philadelphia and Philadelphians.

Joe Procacci has done it before. Where everyone else saw only a tomato field in Naples, Florida, Joe Procacci saw something else. His vision and drive transformed 2000 acres of tomato field in Naples, FL into a World Class resort of over 40 country club communities, with two golf courses and a posh country club. His vision has attracted millions of dollars of revenues to that area. He did it before and will do it again right here in South Philadelphia with Casino Revolution.

Community Outreach and The Creation and Funding of a

Casino Special Services District

Slow Operator and Management Company - Application and Disclosure Information Form PHL Local has met with the Board of the Stadium Complex Special Services District ("SCSSD"), whose district is approximately seven blocks away from the Casino Revolution site, and discussed with the concept of PHL Local forming and funding a Casino Special Service District that would in many ways mirror the SCSSD in terms of the goals and ways in which it serves its surrounding neighborhoods and communities. We have discussed with the SCSSD ways to partner with them to help achieve common goals and promote the goals of our respective constituencies. The SCSSD Board was enthusiastic and supportive of PHL Local's proposal of creating our own Casino Special Services District, which would work cooperatively with the SCSSD, and of the planning and consideration that PHL Local has given to communities and surrounding neighborhoods.

PHL Local has also met with Deputy Mayor Greenberger and other City Planning officials to discuss our project and the idea of forming a Casino Special Services District. We have also sought guidance from the Center City Special Services District about how best to implement and maintain a special services district for PHL Local's Casino Revolution project. Those discussions were both fruitful and cooperative.

Most importantly, we have met with community leaders from the Whitman Plaza area, who were very enthusiastic about and strongly supportive of our project and of the Special Services District PHL Local will be establishing in a strategic partnership with them:

PHL Local will establish and fund the Casino Revolution Special Services District ("CRSSD") whose mission will be to:

- 1. Protect the interests of the local communities and neighborhoods in the area of Casino Revolution.
- 2. Improve the quality of life in the local communities and neighborhoods in the area of Casino Revolution.
- 3. Promote the Efficient Operation of Casino Revolution.

CRSSD will be a 501(c)(3) non-profit corporation and will serve the area bounded by Pattison Ave. to the South, Interstate #95 to the East, Snyder Ave. to the North, and 7<sup>th</sup> Street to the West. (See attached map of CRSSD boundaries) CRSSD will be guided by a Board of Directors that will include elected representatives of the communities and neighborhoods in the area of Casino Revolution, City and State officials, and PHL Local Gaming LLC



### PHL EOČAL GAMING LLC

Slot Operator and Management Company - Application and Disclosure Information Form executives.

CRSSD will be engaged in ongoing projects, programs, and studies to address neighborhood concerns and improve community quality of life. Areas of improvement include traffic and parking operations, street and sidewalk cleaning, tree care, landscape beautification, recreational facility upgrades, lighting enhancements, public safety initiatives and community events.

Because of PHL Local's concern for and consideration of our neighbors and their communities, PHL Local is the only applicant that will have deep and strong neighborhood support for our project. We have known our neighbors for more than a half a century and they support us because they know that PHL Local puts Philadelphia and Philadelphians Eirst.

### CASINO REVOLUTION PROVIDES AN OPPORTUNITY TO TRANSFORM THE SOUTH PHILADELPHIA FOOD DISTRICT AREA

The placement of Casino Revolution at Front St. & Pattison Ave. will spur additional development of the entire area between the Stadium Complex and Front Street. Casino Revolution will be an "anchor property" at the base of Pattison Ave. on Front St. that will act as a catalyst for development along Pattison Ave. out to the Stadium area. PHL Local can directly and indirectly drive that much needed development.

First, because of PHL Local's ample footprint totaling 24 acres, we have the ability to expand our project by placing a second hotel tower and additional entertainment venues on our existing footprint.

Second, PHL Local's 24 acres abuts the vacant, 27 acre former Food Distribution Center site at 3<sup>rd</sup> St. and Pattison Ave., which is one of the most attractive parcels in Philadelphia for development, and which presents prime development opportunities for entertainment, retail and tourism venues.

Third, Joe Procacci owns additional properties between the proposed site for Casino Revolution and the stadiums, which could also be used for future development.

Fourth, PHL Local believes that the creation of a Casino Special Services District and the services provided by that SSD will result in other entrepreneurs and developers flooding into the PHL Local Impact Zone area



Slot Operator and Management Company - Application and Disclosure Information Form based on their recognition of the tremendous development potential of the South Philadelphia Food District area.

### Projected Economic Impact - JOBS

PHL Local's Casino Revolution will bring enormous economic benefits to Philadelphia, Philadelphians, and the Commonwealth of Pennsylvania:

### \$428 Million Total Project Cost

- 2,599 Number of direct, indirect and induced Philadelphia jobs
- 3,188 Number of direct, indirect and induced. Pennsylvania jobs
- \$65.2 Million Projected construction payroll
- 1,235 Number of construction jobs created (avg. wage \$52,800)
- 1,369 permanent Casino employees,

### Projected Economic Impact - TAXES & REVENUES

PHL Local Gaming's project will generate enormous revenues for Philadelphia and for Commonwealth.

### \$147.2 Million Projected annually in city and state taxes & fees

- \$141 Million Estimated annual gaming taxes/regulatory fees
- \$4.1 Million Estimated annual property taxes
- \$1.8 Million Estimated annual Pennsylvania state sales and use taxes
- \$300,000 Estimated annual Philadelphia city sales and use taxes

### • \$56.5 Million Annual purchases for goods and services for ongoing operations

- Enormous economic benefits for local businesses
- 4.1 Million Projected number of annual visitors

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- number is very conservative as Sugar House attracted two million visitors in 2011)

PHL Local's site affords the ability to expand up to the maximum of 5,000 slot machines, thereby maximizing revenues to Philadelphia, Philadelphians, and the Commonwealth.

### Philadelphia First: PHL Local's Commitment to Philadelphia and Philadelphians

PHL Local is the only applicant with a Philadelphia First commitment.

Our commitment puts Philadelphia and local businesses first.

- Philadelphia Bid Preference, 7%
- S.E.PA Bid Preference, 5%

Philadelphia First - Job Creation:

Not just Talk, Empty Promises, or guarantees with a ton of loopholes or contingencies.

We have a track record; Joe Procaccids a man of his word; if he says it, he does it.

### Procacci Brothers Employment Model

75% of Joe's workforce at PBS is Philadelphia residents

35% of his current workforce lives in South Philadelphia

Joe Procacci and PHL Local are committed to putting Philadelphia and Philadelphians First.

### Philadelphia First: Top-Down Diversity Commitment

No Other Bidder Has Such an Advantage as to Diversity because it all starts with OWNERSHIP. We are the only Applicant that has such a significant African-American presence in ownership. Our unique diversity in

Stot Operator and Management Company - Application and Disclosure Information Form ownership isn't diversity for diversity's sake. Dr. Walter Lomax is an extraordinarily successful and accomplished Philadelphia businessman and entrepreneur. Any business, anywhere, would be lucky to have a visionary partner like Dr. Lomax and his family.

Like Joe Procacci, Dr. Lomax came from nothing and through the force of his vision and sheer hard work, built enormous wealth and value for himself, his family, and his community.

Like Joe Procacci, Dr. Lomax is committed to having and maintaining a diverse workforce that mirrors the surrounding community.

Like Joe Procacci, Dr. Lomax is committed to providing economic opportunity to those who have not previously experienced economic success.

Like Joe Procacci, Dr. Lomax is committed to putting Philadelphian First.

It all starts with ownership and PHL Local Gaming's ownership is not just committed to Diversity; we guarantee it.

### No Other Bidder Has Such an Impactful, Ambitious Diversity Plan

PHL Local Gaming's commitment To Diversity isn't based on loosely worded promises; we set specific and measurable goals, and will have an Advisory Board to oversee the attainment of those goals:

- -Workforce/Casino: 35% Minority, 50% Female
- -Workforce/Construction: 32% Minority, 7% Female
- -Workforce/Construction Apprentices: 50% Minority, 7% Female
- Supplier Diversity/Construction: 32% Minority, 15% Female
- Supplier Diversity/Goods and Services: 35% Minority, 15% Female
- Youth Training Mandate to Construction Manager
  - Construction training program in building trades and development

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- PHL Local has already reached out to Youth Build Philadelphia
Charter School to help us facilitate our Youth Training Mandate:

- creating a positive vision and learning environment for young Philadelphians
- Serves as a springboard and help our young people achieve their potential

### ECONOMIC IMPACT OF THE PLANNED CASINO REVOLUTION (ACCELERATED OPENING)

PHILADELPHIA, PENNSYLVANIA

FEBRUARY 2013





11200 Vincent Avenue South Minneapolis, MN 55431 toll free 800 475,8140 fax 952,888,0707

Att: Joseph G. Procacci PHL Local Gaming LLC 3333 S. Front Street Philadelphia, PA 19148

Dear Mr. Procacci:

KlasRobinson Q.E.D. is pleased to present the accompanying report entitled: "Economic Impact of the Planned Casino Revolution (Accelerated Opening)," which has been prepared in accordance with our engagement letter. The report presents an analysis of the economic impact of the planned development on local and state economies, including tax revenue generated to the local, state and federal governments. We have also examined the impact of the planned casino and hotel complex on employment, state and federal government services and tourism.

Our analysis is based on the facilities, utilization estimates and financial projections provided by members of the project team, as well as figures provided by various state agencies pertaining to issues such as employment information. No effort has been made to obtain independent verification of the source data, which has been assumed to be accurate. Under the terms of our engagement we are under no obligation to revise this report to reflect events occurring after the completion date shown below.

Our report is intended for PHL Local Gaming, LLC, Casino Revolution and other members of the project team for use in public relations and lobbying efforts. It may, therefore, be distributed to the press, to various interest groups and to governmental representatives. Under no circumstances can this report be used for financing. Publication of the report or any information contained therein in any manner must explicitly indicate that it was prepared by KlasRobinson Q.E.D.

February 5, 2013

KlasRobinson Q.E.D.

James M. Klas

Founder & Principal

Matthew S. Robinson Founder & Principal

### ECONOMIC IMPACT OF PLANNED CASINO REVOLUTION (ACCELERATED OPENING)

Letter of Transmittal

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# INTRODUCTION

### **BACKGROUND**

In pursuit of the Philadelphia, Pennsylvania gaming license, PHL Local Gaming, LLC has proposed Casino Revolution, a major casino hotel development at 3333 S. Front Street in Philadelphia, Pennsylvania.

In an effort to better educate the public and to provide current, factual, supportable information to submit to Federal, State and Local governments, PHL Local Gaming, LLC has commissioned a study demonstrating the economic benefits of the planned Casino Revolution development.

KlasRobinson Q.E.D. was selected to perform this study due to its accumulated experience in analyzing casinos throughout the United States, as well as its experience in estimating the economic impact of individual projects and entire industries. For additional information on KlasRobinson Q.E.D. refer to the addendum. Q.E.D.

### **OBJECTIVE**

The purpose of this study is to quantify, to the extent possible, the benefits accruing from the planned Casino Revolution to Philadelphia County and the State of Pennsylvania. The study provides estimates of the direct, indirect and induced impacts from the planned Casino Revolution complex:

Direct impacts are changes in the industry in which a final demand change is made. In the case of the planned Casino Revolution, direct impacts are those generated directly, including employment, wages, purchases of goods and services; as well as taxes or payments in lieu of taxes paid to the local, state and/or federal governments.

Indirect impacts are changes in the inter-industry purchases as they respond to the demands of the directly affected industry, namely the presence of the planned Casino Revolution operation in the local and regional economy. This includes increased production and subsequent employment; earnings and expenditures at businesses, many located in the area and region, which supply goods and services to the planned Casino Revolution.

Induced impacts are derived from changes in spending from households as income/population increases or decreases due to changes in the production. This includes increased production and subsequent employment, earnings and expenditures at area and regional businesses that supply goods and services to the employees of the planned Casino Revolution complex.

Indeed, as will be apparent, the magnitude of the direct, indirect and induced benefits provides compelling evidence of the overwhelming positive impact that the planned Casino Revolution complex will generate:

### **APPROACH & METHODOLOGY**

The primary source material for this study was derived from information provided by members of the Casino Revolution project team. Supplemental data was provided by various state and federal agencies pertaining to issues such as existing casino operations, employment and wage information.

Estimates of indirect and induced impact were prepared by KlasRobinson Q.E.D. using the IMPLAN (IMpact Analysis for PLANing) economic model originally developed for the USDA Forest Service in cooperation with the Federal Emergency Management Agency and the USDI Bureau of Land Management. The IMPLAN model was developed at the University of Minnesota and is maintained by Minnesota IMPLAN Group in Stillwater. The IMPLAN model has been in use since 1979. The IMPLAN model accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis and the rectangular format recommended by the United Nations.

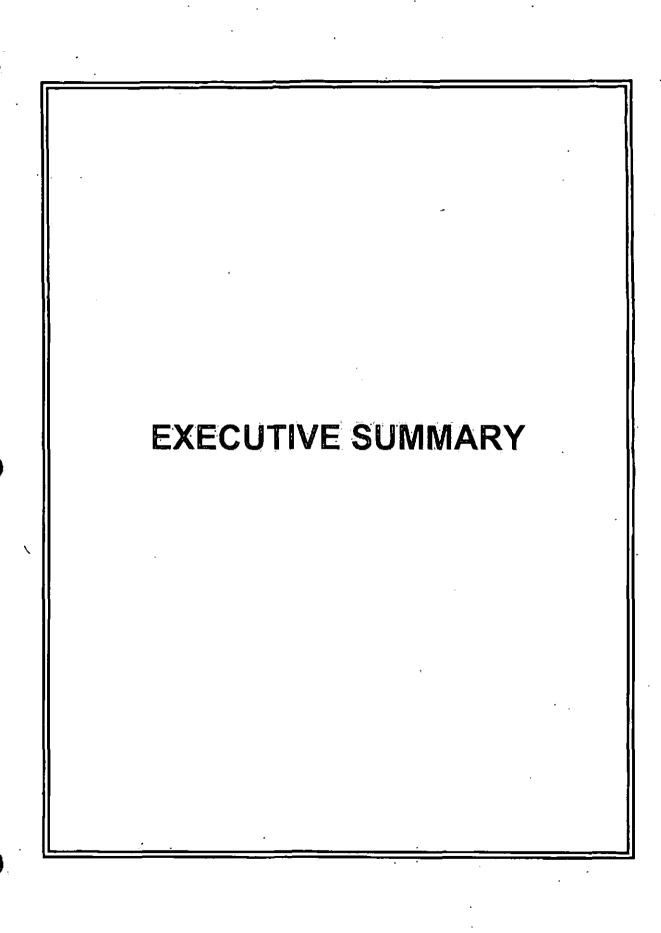
Induced impact calculated by the IMPLAN model reflects changes in spending from households as income/population increases or decreases due to changes in production, effectively measuring the impact of wages paid as they cycle through the economy. Indirect impact calculated by the IMPLAN model reflects changes in interindustry purchases, effectively measuring the impact of expenditures for other goods and services by the tribal enterprises as they too cycle through the economy. Three levels of indirect, and induced impact have been calculated: output - equivalent to GDP, employment, and earnings - equivalent to personal income.

### <u>ASSUMPTIONS</u>

The planned Casino Revolution is assumed to include the following facilities:

- ... A first-class casino with 2,400 slot machines, 80 table games and 25 poker tables, as well as pari-mutuel area
- ... A 250-unit upscale connected hotel with fitness center
- 300-seat Buffet, 156-seat café, 100-seat steakhouse, 100-seat Italian restaurant, small coffee shop, several bars and a 3,000 square-foot event area.
- ∴ Small gift/retail shop

The complex as a whole is assumed to be comparable in quality, if not size, to other first class casinos and casino resort/developments in the region.



The following section presents a summary of the findings and conclusions from the February 2013 study entitled, "Economic Impact of the Planned Casino Revolution (Accelerated Opening)," conducted by KlasRobinson Q.E.D. on behalf of PHL Local Gaming, LLC.

### Q.E.D. . .

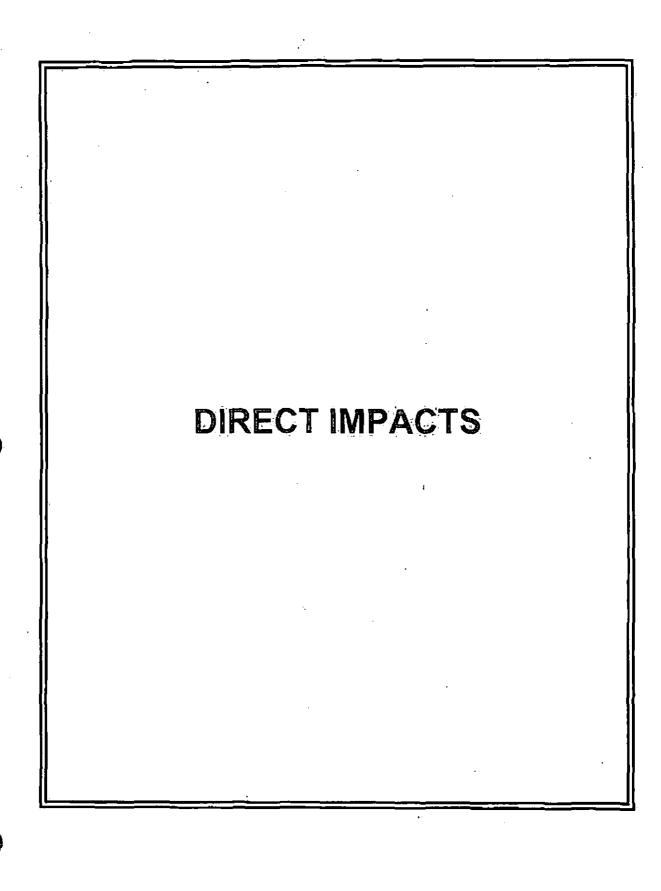
### **DIRECT IMPACT**

- Total project cost of \$428.0 million, including an estimated \$65.2 million in construction payroll, which equates to an estimated 1,235 full-time equivalent construction jobs for a period of 12-months.
- ∴ 1,369 jobs at Casino Revolution.
- ... Annual payroll of \$34.5 million and an additional \$4.3 million in annual tip income.
- More than \$1.1 million annually in additional employee benefits over \$800 per year per employee.
- Annual payroll related tax revenue of almost \$11.5 million.
- .. Total annual gaming taxes and regulatory fees are estimated to equal \$141.0 million.
- .. Annual Property Taxes are estimated to equal \$4.1 million.
- ... Annual Sales and Use Taxes for the State of Pennsylvania are estimated to equal \$1.8 million.
- ... Annual Sales and Use Taxes for Philadelphia are estimated to equal \$300,000.
- .. Over \$56.5 million in annual purchases for goods and services for on-going operations.
- .. 4.1 million annual visitors including 131,000 overnight guests per year.

### **MULTIPLIER IMPACT**

- .. Indirect and induced annual output of \$197.0 million for Philadelphia County and \$250.0 million for the State of Pennsylvania as a whole.
- ... Indirect and induced employment of 1,230 jobs for Philadelphia County and 1,819 jobs for the State of Pennsylvania as a whole.
- Indirect and induced earnings of \$66.0 million for Philadelphia County and \$93.0 million for the State of Pennsylvania as a whole.

SOURCE: KlasRobinson Q.E.D.



### **GENERAL**

A casino of the magnitude proposed will have a direct impact, not only on Philadelphia County, but on the economy of the entire State of Pennsylvania. Direct expenditures in the form of wages to the new employees, and purchases of goods and services from various suppliers and industries will bring an increased measure of vitality to the area. The following section provides a summary of the estimated levels of employment, revenue for government and direct expenditures that the planned Casino Revolution complex will generate on a stabilized annual basis. All estimates are in current year dollars.

### CONSTRUCTION IMPACT

The total cost of the planned Casino Revolution project is estimated to equal \$428.0 million to develop. A project of this size is expected to take approximately 12 to 18 months to complete. Approximately 38.0 percent of the total development cost will be comprised of hard construction and site work expenditures, including an estimated \$65.2 million in construction payroll.

The remaining 62:0 percent will include furnishings, fixtures, equipment, fees, working capital, pre-opening costs, gaming license fees and construction interest. Based on an annual average construction wage of \$52,800, which is considered conservative by industry standards for the area, that equates to approximately 1,235 full-time equivalent construction jobs, assuming a 12-month construction period.

### **EMPLOYMENT**

Based on estimates provided by members of the project team, the planned Casino Revolution complex is estimated to create approximately 1,369 jobs on a stabilized basis.

In order to determine the reasonableness of projected employment at the planned Casino Revolution development, we examined the number of employees at other Pennsylvania casino locations. As presented in the following table, the number of employees is divided by the number of gaming devices, resulting in the ratio of employees per device. For the purpose of this comparison a slot machine, poker table or table game is each considered a gaming device.

### PENNSYLVANIA CASINO EMPLOYMENT COMPARISON

			Hotel		Employees
Name	Location	Devices	Rooms	Employees	Per Device
Valley Forge Casino Resort	king of Prussia	650	488	1,185	1.82
Mohegan Sun at Pocono Downs	Wilkes-Barre	2,416	S	1,832	0.76
SugarHouse Casino	Philadelphia	1,656		1,098	99.0
Harrah's Philadelphia Casino & Racetrack	Chester	2,919		1,883	0.65
Mount Airy Casino Resort	Mount Pocono	2,145	188	1,315	0.61
Sands Casino Resort	Bethlehem	3,176	300	1,910	09.0
Rivers Casino	Pittsburgh	3,074		1,801	0.59
Hollywood Casino at Penn National	Grantville	2,552		1,389	0.54
Parx Casino	Bensalem	3,722		1,744	0.47
Presque Isle Downs & Casino	Erie	2,119		096	0.45
The Meadows	Meadow Lands	3,396		1,289	0.38
Total		27,825	976	16,406	
Average (Mean)		4,638		2,734	0.59
Median		2,552		1,389	09:0
Planned Casino Revolution (Accel. Open.)	Philadelphia	2,505	300	1,369	0.55

Source: Pennsylvania Gaming Control Board and Klas Robinson Q.E.D.

### : DIRECT IMPACTS

The employee to device ratio ranges from 0.38 to 1.82 with an average (mean) of 0.59 employees per device and a median of 0.60 employees per device. The planned Casino Revolution (Accelerated Opening) development will have an employee to device ratio of 0.55, just below the average (mean) and median employees per device, but well within the range for Pennsylvania casinos. Based on the number of devices at the planned Casino Revolution in relation to other Pennsylvania casinos, the projected employment seems reasonable, if not conservative.

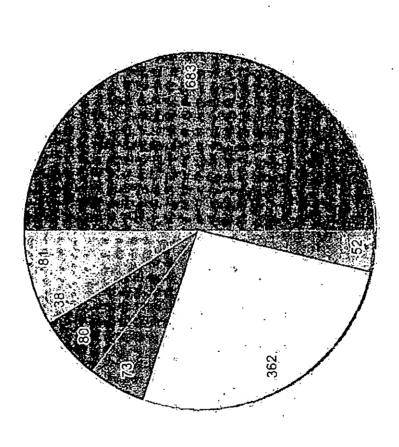
### WAGES AND EARNINGS

Based on estimates provided by members of the project team, total wages for the planned Casino Revolution complex are projected to equal approximately \$34.5 million on a stabilized basis, or approximately \$25,200 per job. Tipped employees are projected to earn an additional \$4.3 million in tip income annually on a stabilized basis, bringing total direct earnings to \$38.9 million and average earnings per job to \$28,400 annually. The following table presents a breakdown of the estimated jobs and wages by category for the planned PHL Casino complex. This information is presented graphically on the following pages:

CATEGORY	EMPLOYMENT	TOTAL WAGES	AVG. WAGES	ក់ម៉េន	TOTAL EARNINGS	AVG. EARNINGS PER EMPLOYEE
GAMING	683	\$15,667,000	\$22,900	\$2,646,000	\$18,313,000	\$26,800
HOTĒL	52	1,086,000	-20,900	218,000	1,304,000	25,100
F&B	362	7,003,000	19,300	1,474,000	8,477,000	23,400
A & G	73	5,700,000	78,100	•>	5,700,000	78,100
SECURITY	. 80	2,586,000	32,300		2,586,000	32,300
MARKETING	38	704,000	18,500	a 4 -	704,000	18,500
PO&M	81	1,794,000	22;100		1,794,000	22,100
TOTAL/AVERAGE "	1,369 7	\$34,540,000	\$25,200 F	\$4,338,000	\$38,878,000	\$28,400

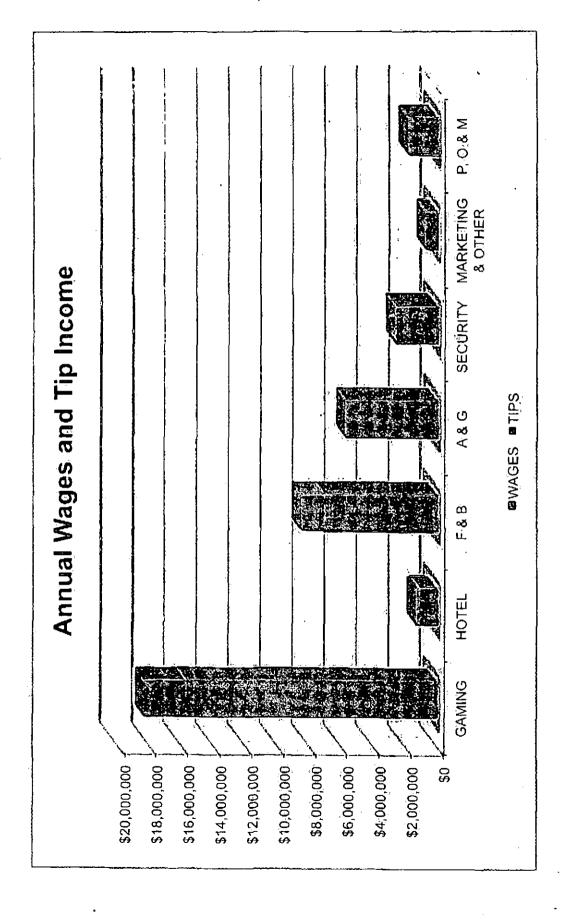
It is important to note that these jobs and associated earnings are directly related to the planned Casino Revolution complex and its associated ancillary facilities including food and beverage outlets, entertainment and retail areas. The previous estimates do not take into account jobs at area establishments including lodging, retail, gasoline and other goods and services due to an increase in area visitors attributed to the subject gaming facilities.

## STABILIZED EMPLOYMENT BY POSITION



nP, 0 & M SECURITY DMARKETING BARG DF & B MGAMING DHOTEL

.. DIRECT IMPACTS



Based on information provided by the Bureau of Labor Statistics, comparable service industry positions in the Philadelphia area had an average (mean) annual wage per job of \$30,590 in 2011, with a median annual wage of \$27,360 for the same period. In comparison, the average wage per job for the planned Casino Revolution complex equals \$25,200 (not including tip income), below the average (mean) and median comparable service industry annual wage for the region, but well within the range for comparable service industry positions. The following table presents a comparison of average annual wages for service industry positions in the Philadelphia area.

Occupation title	Average Annual Wage
Gaming Supervisors	\$67,050
Chefs and Head Cooks	\$50,090
Computer, Automated Teller, and Office Machine Repairers	\$46,180
First-Line Supervisors of Housekeeping and Janitorial Workers	\$44,130
Entertainment Attendants and Related Workers, All Other	\$43,290
Gaming Surveillance Officers and Gaming Investigators	\$40,540
Human Resources Assistants, Except Payroll and Timekeeping	\$40:180
First-Line Supervisors of Food Preparation and Serving Workers	\$40,170
Customer Service Representatives	\$38,280
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	\$35,250
Cooks, Reslaurant	\$30,420
Security Guards	\$29,840
Concierges	\$29,810
Coin, Vending, and Amusement Machine Servicers and Repairers	\$29,320
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$28,590 \$28,590
Landscaping and Groundskeeping Workers	\$27,940
Locker Room, Coatroom, and Dressing Room Attendants	\$27,470 \$27,470
Retail Salespersons	\$27,470 \$27,250
Tellers	•
Hotel, Motel, and Resort Desk Clerks	\$26,940
•	\$25,910
Hosts and Hostesses, Restaurant, Lounge, and Coffee Shop	\$25,660
Bartenders	\$24,920
Maids and Housekeeping Cleaners	\$24;850
Cooks, Short Order	\$24,230
Lauridry and Dry-Cleaning Workers	\$24,100
Food Preparation Workers	\$23,330
Waiters and Waitresses	\$22,300
Baggage Porters and Bellhops	\$22,240
Cashiers	\$20,750
Cooks, Fast Food	\$20,210
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	\$20,200
Amusement and Recreation Attendants	\$20,190
Dishwashers	\$19,660
Dining Room and Caleteria Attendants and Bartender Helpers	\$18,770
Average (Mean)	\$30,590
Median	\$27,360
Planned Casino Revolution Complex	\$25,200

### OTHER BENEFITS

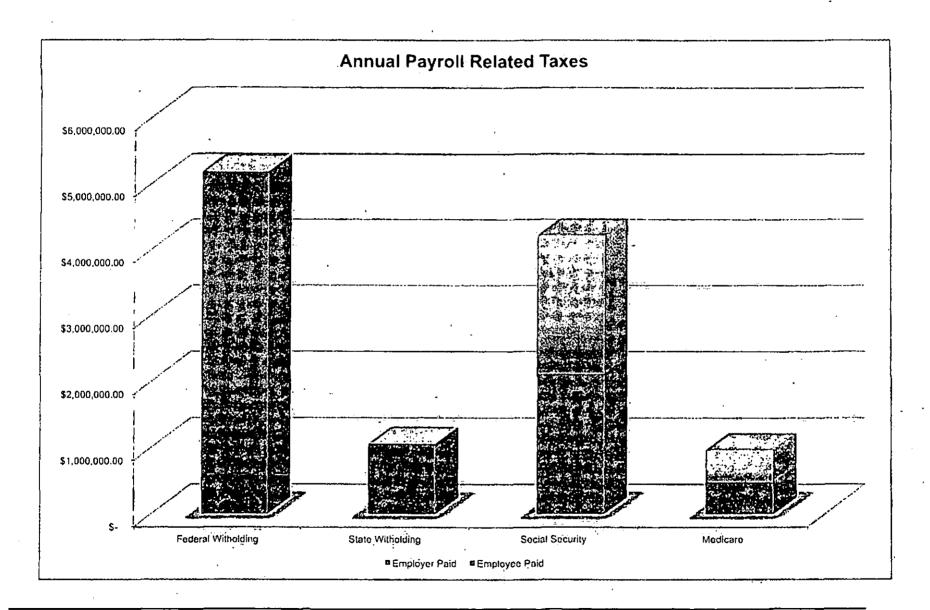
In addition to the wages, the proposed facilities would set aside additional funds for employee benefits to the estimated 1,369 employees including health insurance, workers compensation and other employee benefits such as employee meals, uniforms, etc. Combined, other benefits are projected to equal more than \$1.1 million annually on a stabilized basis, which equates to over \$800 per employee per year.

### PAYROLL AND RELATED TAXES

The planned Casino Revolution complex will generate payroll related taxes including. Federal and State withholding, Social Security and Medicare taxes. The planned Casino Revolution is estimated to generate almost \$11.5 million annually.

The following table presents the estimated direct payroll related taxes that will be generated by the complex.

Annual Payroll Relate	ed Taxes
Federal Withholding	\$5,181,000
State Withholding	1,060,000
Social Security - Employer Paid,	2,107,000
Social Security - Employee Paid	2,107,000
Medicare - Employer Paid	484,000
Medicare - Employee Paid	484,000
Total	\$11,423,000



### **OTHER TAXES AND FEES**

### Gaming Taxes

Gaming taxes are based on the current structure paid by commercial casinos in Pennsylvania to the state.

In Pennsylvania, State Slot Taxes equal 34.0 percent of net slot win. State Slot Taxes are estimated to equal approximately \$78.0 million in year one, increasing annually to \$88.0 million in year five.

In addition, the host County receives a Local Share Assessment (LSA) of 2.0 percent of net slot win. The host Township also receives a Local Share Assessment (LSA) of 2.0 percent of net slot win. The LSA for the County is estimated to equal \$4.6 million in year one, increasing annually to \$5.2 million in year five. The LSA for the Township is estimated to equal \$4.6 million in year one; increasing annually to \$5.2 million in year five.

There is an additional 5.0 percent tax on net slot revenue for the Pennsylvania Gaming Economic Development and Tourism Fund (EDTF). The EDTF is estimated to equal \$11.5 million in year one, increasing annually to \$12.9 million in year five.

State Banked and Non-Banked Table Game Taxes each equals 16.0 percent of net table game win for the first two full years of operation, decreasing to 14.0 percent thereafter. State Banked Table Game: Taxes are estimated to equal between \$9.2 million and \$9.5 million for the period under analysis: State Non-Banked Table Game Taxes are estimated to equal between \$1.0 million and \$1.1 million for the period under analysis.

In addition, there is also a Local Share Assessment (LSA) of 2.0 percent of net table win for both Banked and Non-Banked table games. Total Banked and Non-Banked Table Game LSAs are estimated to equal approximately \$1.5 million in year one, increasing annually to almost \$1.7 million in year five.

The Pennsylvania Race Horse Development Fund (PRHDF) also receives a portion of gaming revenues to supplement its purses. The PRHDF is estimated to receive approximately \$25.3 million in year one, increasing annually to \$28.5 million in year five.

### Gaming Regulatory Fees

Regulatory Fees paid to the Pennsylvania Gaming Control Board are estimated to equal 1.5 percent of net gaming revenues. Regulatory fees are estimated to equal \$4.6 million in year one, increasing annually to \$5.2 million in year five.

Combined, total gaming taxes and regulatory fees are estimated to equal \$141.0 million in year one, increasing annually to \$157.0 million in year five.

### Property Taxes

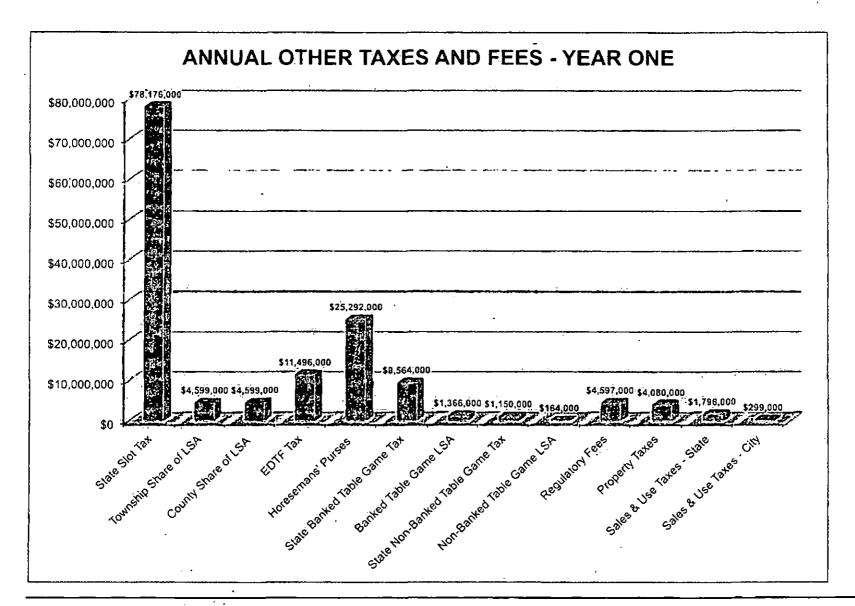
Estimated Gross Property Taxes are based on current property tax rates in Philadelphia, Pennsylvania and estimated value of the improved property. Property taxes are estimated to equal \$4.1 million in year one, increasing annually to almost \$4.4 million in year five.

### Sales and Use Taxes

The State of Pennsylvania has a Sales and Use Tax on the purchase of tangible personal property and some services of 6.0 percent which applies to hotel overnight stays (Of less that 30 days), retail sales as well as sales at bars and restaurants. Sales and Use Taxes for the State of Pennsylvania are estimated to equal \$1.8 million in year one, increasing to \$2.0 million in year five.

The City of Philadelphia currently has an additional City Sales and Use Tax of 2.0 percent, also applicable to hotel overnights, retail sales and sales at bars and restaurants. The Sales and Use Tax in Philadelphia is estimated to be reduced to 1.0 percent in July 2014. Based on the new rate of 1.0 percent, Sales and Use Taxes for the City of Philadelphia are estimated to equal almost \$300,000 in year one, increasing to over \$330,000 in year five.

The graph on the following page presents a summary of annual other taxes and fees for the planned Casino Revolution complex.



## **PURCHASES OF GOODS AND SERVICE**

In addition to employment, wages and taxes, the planned Casino Revolution complex will spend considerable sums within the county and the state to purchase goods and services for on-going operations. Estimates of goods and services purchased were derived from estimates provided by members of the project team Departmental costs were then segmented into the various sub-classifications of expenditures presented in this study. The following table presents a summary of the estimated annual expenditures by the planned Casino Revolution for goods and services. Player comps and other internal discounts have been excluded. Descriptions of the various categories are on the page that follows.

CATEGORY	TOTAL
ADVERTISING & PROMOTION	\$28,702,000
FOOD & BEVERAGE	6,939,000
GAMING SUPPLIES	1,354,000
NON-GAMING SUPPLIES	6,126,000
CONTRACT & SERVICES	6,351,000
UTILITIES	1,596,000
GENERAL INSURANCE	3,000,000
MAINTENANCE SUPPLIES & CONTRACTS	989,000
OTHER ADMINISTRATION	1,454,000
TOTAL	<b>\$56,511,00</b> 0

As presented above, on a stabilized basis, the planned Casino Revolution Complex is estimated to purchase over \$56.5 million annually in goods and services for on-going operations.

The various expenditure categories listed in the previous table and graph are described below.

- Advertising & Promotion Includes expenditures for advertising in the print, radio or television media, as well as outdoor signs. Also included are the costs of production for advertising, purchases of prizes and awards, and donations and sponsorships.
- .. Food & Beverage Includes purchases of food and beverage raw materials for the restaurant and bar operations.
- .: <u>Gaming Supplies</u> Includes purchases of gaming supplies for the casino, bingo and other gaming activities for on-going operations.
- Non-Gaming Supplies Includes the costs of office supplies, paper and cleaning products and other supplies needed for on-going operations. Also included are the supply costs for the hotel, convention/entertainment complex, food and beverage operations, as well as the cost of goods sold in the gift/retail outlets.
- <u>Contracts & Services</u> Includes fees for live performers, professional fees, contract labor, linen and cleaning services and other related items. Also included are fees for leased equipment.
- .. <u>Utilities</u> Includes, as applicable, the costs of electricity, gas, fuel, water and waste removal, as well as telephone costs.
- ... **Insurance** Includes property insurance and liability insurance.
- Maintenance Supplies & Contracts Includes supplies and repair costs as well as maintenance contracts. Maintenance labor costs are included under the wage estimates previously discussed.
- .. Other Administrative Includes bank charges, other cash handling costs, dues and fees, travel and business entertainment and the multitude of other miscellaneous administrative costs attendant to a complex of this size.

## IMPACT ON TOURISM

The planned Casino Revolution complex will attract millions of visitors each year. The annual number of visitors at the planned casino is estimated to equal approximately 4.1 million visitors on an annual basis, based on an average gaming expenditure per patron of \$75.00 per visit.

While casinos in Pennsylvania do not publish attendance figures, such information is available for numerous casinos in other markets around the country. The following table presents the average win per attendee for casinos and casino markets around the United States.

## Average Win Per Admission

Market/Facility		Avg. Win Per Admission
Metropolis, IE(1)	<del></del>	5116
Louisville Area - IN (1)		S108
Chicago Area IL (5)	1	\$107
		\$105
Chicago Area IN (4)		\$100
Cincinatii Area - IN (3)		\$98
Baton Rouge, LA (2)		\$88
Evansville,*IN (1)		\$88
East Peoria, iL (1)		\$84
Marquette, IA (1)	•	\$80
Council Bluffs, IA (3)		\$77
Michigan City, IN (1)		\$77
Frênch Lick, IN (1)		\$75
MS - Gulf Coast Counties (11)		\$74
New Orleans, LA (5)		<del>-</del> -
Altocha, IA (1)		\$72
Lake Charles, LA (Z)		\$72
MS = Mississippi River Countles (19)		\$71
Osceola, IA (1)		\$70
Saint Louis Area - It. (2)		\$68
Sioux City, IA (1)		\$67
Shreveport/Bossier City, LA (5)		\$67
Northwood, IA (1)	•	\$62
Quad Chies IA (2)		\$61
Emmetsburg, IA (1)		\$60
Dubuque, IA (2)		\$57
Quad Cliles IL (1)		\$57
Fort Madison, IA (1)		\$57
Waterloo, IA (1)		\$57
Clinton, IA (1)		\$56
Riverside, IA (1)		\$45
Larchwood, IA (1)		\$40
Booneville, MO (1)		\$35
Caruthersville, MO (1)		\$34
Kansas City, MO (4)		\$33
Saint Louis Area - MO (4)		\$32
St. Joseph, MO (1)		\$31
LaGrange, MD (1)		\$30
Average (Mean)		\$67.86
Median		\$68.00
Planned Casino Revolution		\$75.00

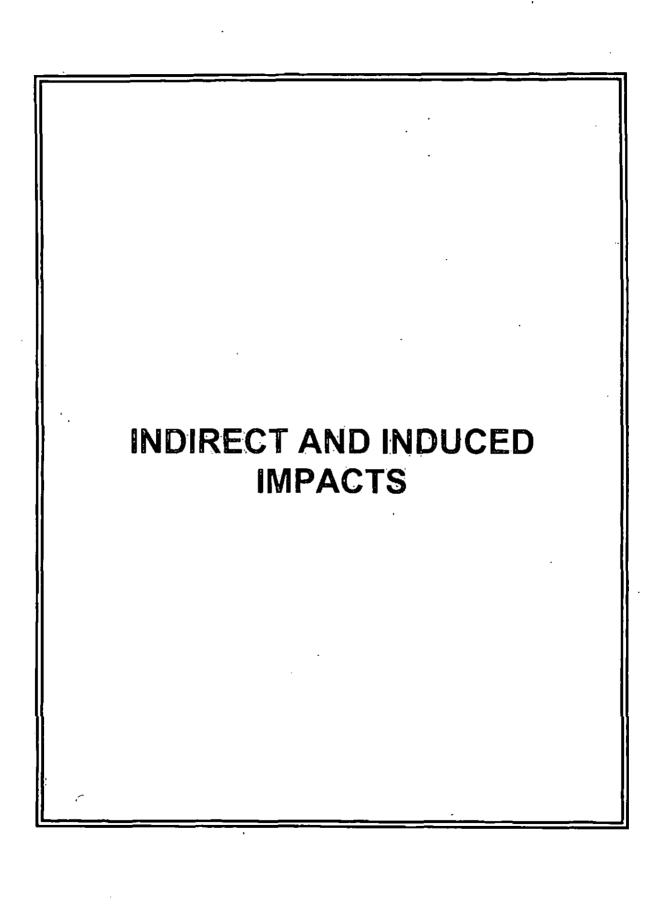
Source: KlasRobinson Q.E.D.

As presented on the preceding table, the average win per admission ranges from a low of \$30.00 to a high of \$116.00 per admission, with an average (mean) of \$67.86 and a median of \$68.00 per admission. In comparison, the planned Casino Revolution complex is estimated to achieve an average win per admission of \$75.00, well-within the range, albeit slightly above the mean and median of published properties and markets. The planned casino will have a hotel, as well as significant ancillary facilities and amenities, superior, if not comparable to the casinos and casino markets presented above. Accordingly, the estimated average win per admission at the planned Casino Revolution complex is considered reasonable, if not conservative.

These 4.1 million visitors will not only visit the subject property for the day, but also spend the night, particularly those from outside the Philadelphia area. As discussed previously, the planned Casino Revolution will include a 250-unit hotel.

According to estimates provided by members of the project team, the hotel component is estimated to achieve a stabilized occupancy rate of 80.0 percent, which equates to almost 73,000 roomnights per year.

By applying an average of 1.8 guests per room, standard for the casino industry, this equates to more than 131,000 visits annually by overnight casino patrons, not to mention casino visitors staying at other hotels in the area. These overnight casino guests will not only spend money at the planned Casino Revolution complex, but at area gas stations, restaurants, bars, retail establishments and attractions. Furthermore, the more time visitors spend in the Philadelphia, area, the greater the amount of money spent at area businesses.



#### **GENERAL**

The concepts of indirect and induced impact are among the most widely used and poorly understood tools in economic analysis. Fundamentally they are based upon an extension of the direct expenditures by the businesses and their patrons described above. Money spential tribal enterprises is redistributed back into the economy in the form of wages, taxes and expenditures for goods and services.

In the case of gaming operations, money is never actually "lost" in a casino. Rather it too is redistributed back into the economy in the form of wages, taxes and expenditures for goods and services. In the same manner that the casino redistributes the gaming win and other revenue it receives, the people to whom those wages are paid and from whom the goods and services are purchased further redistribute the money they receive in wages to their employees and purchases for their own operating needs. It is the measurement of this on-going cycle of redistribution which estimates of indirect and induced impact attempt.

Estimates of indirect and induced impact were prepared by KlasRobinson Q.E.D. using the IMPLAN (IMpact Analysis for PLANing) economic model originally developed for the USDA Forest Service in cooperation with the Federal Emergency Management Agency and the USDI Bureau of Land Management. The IMPLAN model was developed at the University of Minnesota and is maintained by Minnesota IMPLAN Group in Stillwater. The IMPLAN model has been in use since 1979. The IMPLAN model accounts closely follow the accounting conventions used in the "Input-Output Study of the U.S. Economy" by the Bureau of Economic Analysis and the rectangular format recommended by the United Nations.

Induced impact calculated by the IMPLAN model reflects changes in spending from households as income/population increases or decreases due to changes in production, effectively measuring the impact of wages paid as they cycle through the economy. Indirect impact calculated by the IMPLAN model reflects changes in interindustry purchase, effectively measuring the impact of expenditures for other goods and services by the tribal enterprises as they too cycle through the economy. Three levels of impact have been calculated: output - equivalent to GDP, employment, and earnings - equivalent to personal income.

#### OUTPUT

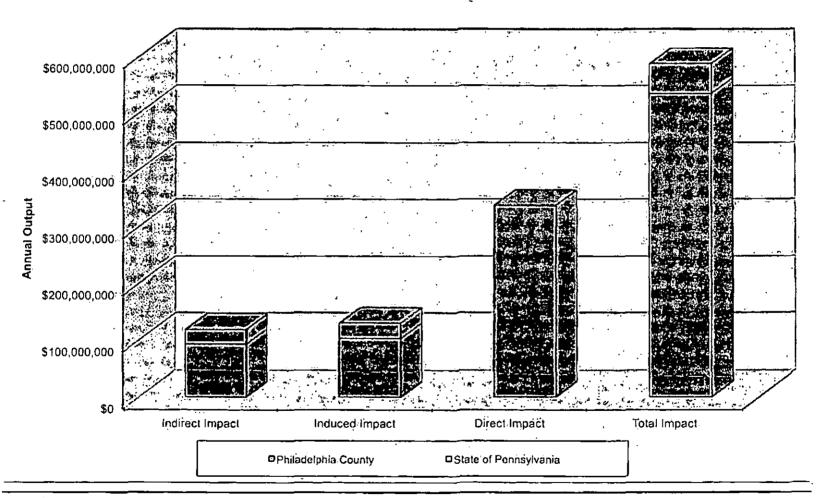
Indirect and induced output includes increases in production and/or sales at area businesses due to the increased demand generated by the planned Casino Revolution development, as well as at businesses impacted by the providers of goods and services to the planned Casino Revolution development. Based upon estimates of direct output provided by members of the project team, the total induced and indirect impact on the economic output (GDP) of Philadelphia County from operations at the planned Casino Revolution development is estimated to equal approximately \$197.0 million annually. Total induced and indirect output impact on the State of Pennsylvania as a whole is estimated to equal approximately \$250.0 million annually.

Adding the direct impact on annual output from the planned Casino Revolution development to the indirect and induced annual impact yields a total estimated annual impact on output of approximately \$534.0 million for Philadelphia County and \$587.0 million for the State of Pennsylvania as a whole.

The following table presents a summary of the estimated annual impact on economic output from the planned Casino Revolution development. The chart on the next page presents the following information graphically.

Impact	Philadelphia County	State of Pennsylvania
Indirect Impact	\$93,324,000	\$118,828;000
Induced Impact	\$103,495,000	\$130,762,000
Total Multiplier	\$196,819,000	\$249,590,000
Direct Impact	\$337,549,000	\$337,549,000
Total Impact	\$534,368,000	\$587,139,000

## **ANNUAL OUTPUT IMPACT**



## **EMPLOYMENT**

Indirect and induced employment includes increases in employment at area businesses due to the increased demand generated by the planned Casino Revolution development, as well as at businesses impacted by the providers of goods and services to the planned Casino Revolution development. Based upon estimates of direct output provided by members of the project team, the total induced and indirect impact on employment in Philadelphia County from the planned Casino Revolution development is estimated to equal approximately 1,230 jobs. Total induced and indirect employment impact on the State of Pennsylvania as a whole is estimated to equal approximately 1,819 jobs.

Adding the direct impact on employment from the planned Casino Revolution development to the indirect and induced impact yields a total estimated impact on employment of approximately 2,599 jobs for Philadelphia County and 3,188 jobs for the State of Pennsylvania as a whole.

The following table presents a summary of the estimated impact on employment from the planned Casino Revolution development. The chart on the next page presents the following information graphically.

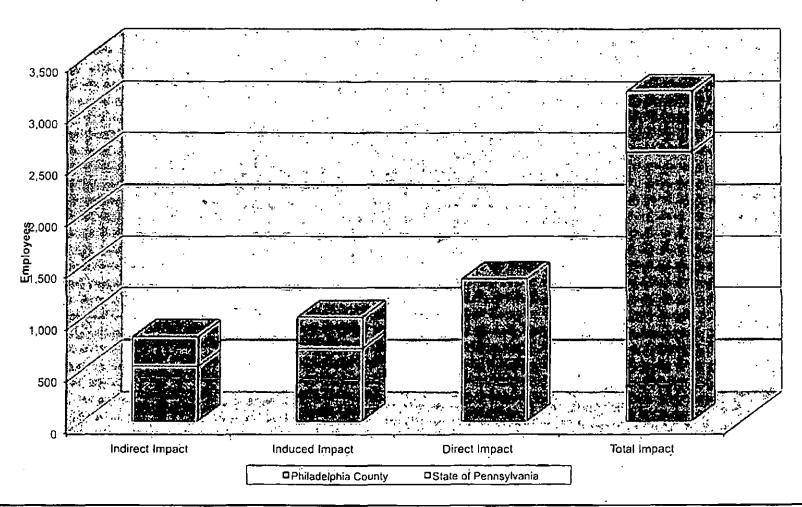
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Employment Impact	Philadelphia County	State of Pennsylvania*
Indirect Impact	528	815
Induced Impact	702	1,004
Total Multiplier	1,230	1,819
Direct Impact	1,369	1,369
Total Impact	2,599	3,188

<sup>\*</sup> State of Pennsylvania includes Philadelphia County total

Source: KlasRobinson Q.E.D.

## **EMPLOYMENT IMPACT (STABILIZED)**



#### **EARNINGS**

Indirect and induced earnings include increases in earnings at area businesses due to the increased demand generated by the planned Casino Revolution development, as well as at businesses impacted by the providers of goods and services to the planned Casino Revolution development. Based upon estimates of direct output provided by members of the project team, the total induced and indirect impact on personal income in Philadelphia County from the planned Casino Revolution development is estimated to equal almost \$66.0 million annually. Total induced and indirect earnings impact on the State of Pennsylvania as a whole is estimated to equal almost \$93.0 million annually.

Adding the direct impact on earnings from the planned Casino Revolution development to the indirect and induced impact yields a total estimated impact on personal income of almost \$105.0 million annually for Philadelphia County and almost \$132.0 million annually for the State of Pennsylvania as a whole.

The following table presents a summary of the estimated annual impact on personal income from the planned Casino Revolution development. The chart on the next-page presents the following information graphically.

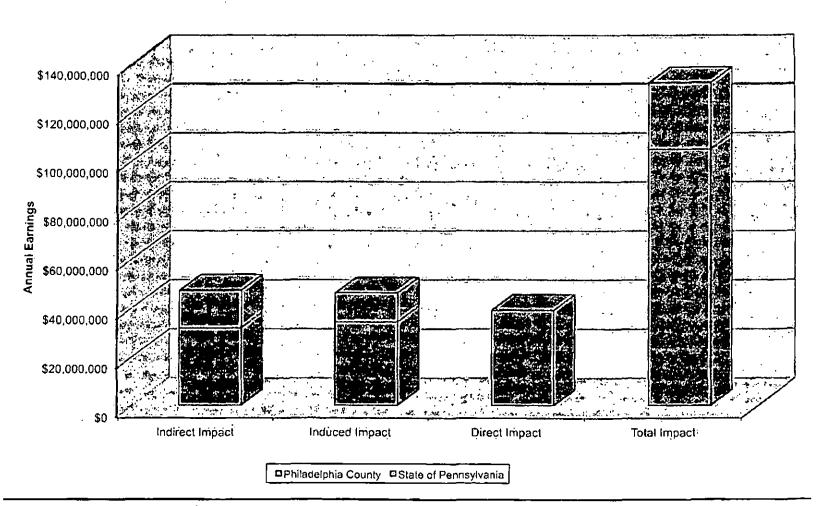
	Indirect and		

Earnings Impact	Philadelphia County	State of Pennsylvania*			
Indirect Impact	\$31,645,000	\$47,036,000			
Induced Impact	\$34,105,000	\$45,915,000			
Total Multiplier	\$65,750,000	\$92,951,000			
Direct Impact	\$38,878,000	\$38,878,000			
Total Impact	\$104,628,000	\$131,829,000			

<sup>\*</sup> State of Pennsylvania includes Philadelphia County total

Source: KlasRobinson Q.E.D.

#### **ANNUAL EARNINGS IMPACT**



## **OUR COMPANY**

KlasRobinson Q.E.D. provides market research, financial feasibility analysis, economic impact analysis, litigation support and other development consulting to such diverse types of industries and businesses as:

Casinos, Bingo Halls and Racetracks	4.	Casinos,	Bingo	Halls and	Racetracks
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Gas Stations, Truck Stops and Convenience Stores

... Hotels and Resorts

... Amusements and Attractions

Convention Centers and Exhibit Halls

Golf Courses

RV Parks and Campgrounds

Bowling Alleys

... Restaurants and Nightclubs

. Theaters and Other Entertainment Facilities

Tribal and Community Development
Planning

Water Parks

We perform comprehensive market research as a foundation for all of our feasibility studies, focusing on key demographic characteristics, tourism patterns, transportation infrastructure and other elements affecting the ability of a project to attract demand. We work in concert with the project team to develop facility recommendations that match the identified needs of the market and the goals of the project developers.

Due to our extensive experience with a broad array of leisure industry projects, we need not rely solely on published information on in projecting future financial performance. Our projections are based upon years of experience working with leisure industry projects of all types and sizes that has given us access to operating and market data not available to the general public.

Our analyses of direct, indirect and induced economic impact provide not merely facts and figures, but the context necessary to make them real and understandable to the reader. KlasRobinson Q.E.D. emphasizes hands-on, client-oriented consulting, based on our founding principles of integrity, accuracy and respect.

Our comprehensive approach ensures accountability through the direct, absolute and exclusive involvement of the principals in each project, including meetings, market research, analysis, report writing and presentation.

Summaries of the qualifications of our professional staff and a listing of recent engagements are provided on the following pages.

## JAMES M. KLAS FOUNDER & PRINCIPAL

Co-founder and Principal of KlasRobinson Q.E.D., Matt Robinson has been a consultant in the hospitality industry for almost 20 years, specializing in market research, feasibility analyses and economic impact studies. Mr. Robinson has consulted on numerous casino, hotel and other hospitality and leisure industry projects. With a background in planning and economic development, Mr. Robinson has specific expertise working in Indian Country on gaming and other tribal economic diversification projects. Mr. Robinson recently completed his second consecutive term on the Executive Board of the National Indian Gaming Association and currently serves on NIGA's Spirit of Sovereignty Committee.

Mr. Robinson is a frequent speaker at national and regional conferences on issues related to feasibility, economic impact and planning. He is a guest lecturer at colleges and universities including his alma mater Macalester College. Mr. Robinson is also a featured contributor to a variety of national trade publications including *Indian Gaming Magazine* and *Casino Enterprise Management Magazine* and is often quoted in regional and national periodicals.

Mr. Robinson has a Masters degree in Planning with a secondary concentration in economic and community development from the Humphrey Institute at the University of Minnesota. While at the Humphrey Institute, Mr. Robinson conducted research at the Tourism Center of the University of Minnesota, specializing in rural tourism development. He is a graduate of Macalester College with a Bachelor of Arts degree in three majors: Economics, Spanish and International Studies. During the 1988-89 academic year, he attended the Universidad De Complutense and the Institute of European Studies in Madrid, Spain.

Mr. Robinson also has more than five years of operational and management experience working in various facets of the hospitality industry both at home and abroad. He is fluent in oral and written Spanish and is a member of La Sociedad Hispanica Sigma Delta of the National Spanish Honor Society. Mr. Robinson is also a member of Omicron Delta Epsilon of the National Economics Honor Society.

Prior to co-founding KlasRobinson Q.E.D., Mr. Robinson was Vice President of the Hospitality Group of GVA Marquette Advisors, a national consulting firm. During his eight-plus years with The Hospitality Group, Mr. Robinson consulted on numerous gaming, hotel and other hospitality and leisure industry projects and was the editor and analyst of both The Twin Cities Hotel Report and The Seattle Hotel Report, quarterly publications on lodging industry trends.

# MATTHEW S. ROBINSON FOUNDER & PRINCIPAL

Co-founder and Principal of KlasRobinson Q.E.D., Matt Robinson has been a consultant in the hospitality industry for almost 20 years, specializing in market research; feasibility analyses and economic impact studies. Mr. Robinson has consulted on numerous casino, hotel and other hospitality and leisure industry projects. With a background in planning and economic development, Mr. Robinson has specific expertise working in Indian Country on gaming and other tribal economic diversification projects. Mr. Robinson recently completed his second consecutive term on the Executive Board of the National Indian Gaming Association and currently serves on NIGA's Spirit of Sovereignty Committee.

Mr. Robinson is a frequent speaker at national and regional conferences on issues related to feasibility, economic impact and planning. He is a guest lecturer at colleges and universities including his alma mater Macalester College. Mr. Robinson is also a featured contributor to a variety of national trade publications including *Indian Gaming Magazine* and *Casino Enterprise Management Magazine* and is often quoted in regional and national periodicals.

Mr. Robinson has a Masters degree in Planning with a secondary concentration in economic and community development from the Humphrey Institute at the University of Minnesota. While at the Humphrey Institute, Mr. Robinson conducted research at the Tourism Center of the University of Minnesota, specializing in rural tourism development. He is a graduate of Macalester College with a Bachelor of Arts degree in three majors: Economics, Spanish and International Studies. During the 1988-89 academic year, he attended the Universidad De Complutense and the Institute of European Studies in Madrid, Spain.

Mr. Robinson also has more than five years of operational and management experience working in various facets of the hospitality industry both at home and abroad. He is fluent in oral and written Spanish and is a member of La Sociedad Hispanica Sigma Delta of the National Spanish Honor Society. Mr. Robinson is also a member of Omicron Delta Epsilon of the National Economics Honor Society.

Prior to co-founding KlasRobinson Q.E.D., Mr. Robinson was Vice President of the Hospitality Group of GVA Marquette Advisors, a national consulting firm. During his eight-plus years with The Hospitality Group, Mr. Robinson consulted on numerous gaming, hotel and other hospitality and leisure industry projects and was the editor and analyst of both The Twin Cities Hotel Report and The Seattle Hotel Report, quarterly publications on lodging industry trends.

## RELEVANT ENGAGEMENTS COMPLETED BY THE PRINCIPALS OF KLASROBINSON Q.E.D.

ARIZONANS FOR TRIBAL GOVERNMENT GAMING - Phoenix, Arizona: Impact analysis on behalf of Arizonans for Tribal Government Gaming for the introduction of slot machines and table games at racetracks in the State. Analysis included estimates of revenue at up to nine planned racinos and the corresponding impact at Indian casinos throughout the State of Arizona.

COASTAL DEVELOPMENT MASSACHUSETTS LLC – New York, New York: Preliminary market analysis and revenue projections for a proposed casino resort complex gaming facility at Suffolk Downs in Boston, Massachusetts.

EXCELSIOR RACING ASSOCIATES LLC - NEW YORK, NEW YORK: Preliminary analysis and utilization estimates for the planned VLT gaming facility components at Aqueduct and Belmont Park in New York, as well as a scenario that assumes that Belmont Park does not operate VLTs (video lottery terminals).

FLANDREAU SANTEE SIOUX TRIBE - Flandreau, South Dakota: Economic impact on the Greater Sioux Falls Area of South Dakota due to the planned Lyon County Casino and Golf, Resort in neighboring lowa. Analysis included estimates of revenues, expenditures, purchases and employment at the planned Lyon County casino project; as well as the corresponding impact on employment, tourism and video lottery terminals in the Greater Sioux Falls Area.

GREATER DUBUQUE RIVERBOAT COMPANY - Dubuque, lowa: Market analysis and projection of total market gaming revenue for installation of slot machines at *Dubuque Greyhound Park*.

HO-CHUNK DEVELOPMENT, LLC - Winnebago, Nebraska: Feasibility study and economic impact analysis on behalf of Ho-Chunk Development, LLC for its planned Warrior Casino and Hotel in downtown Sioux City which would replace Argosy Casino-Sioux City for the Woodbury County, lowa gaming license.

MERIT MANAGEMENT GROUP, LP - Burr Ridge, Illinois: Preliminary market analysis for a proposed racino in Raton, New Mexico.

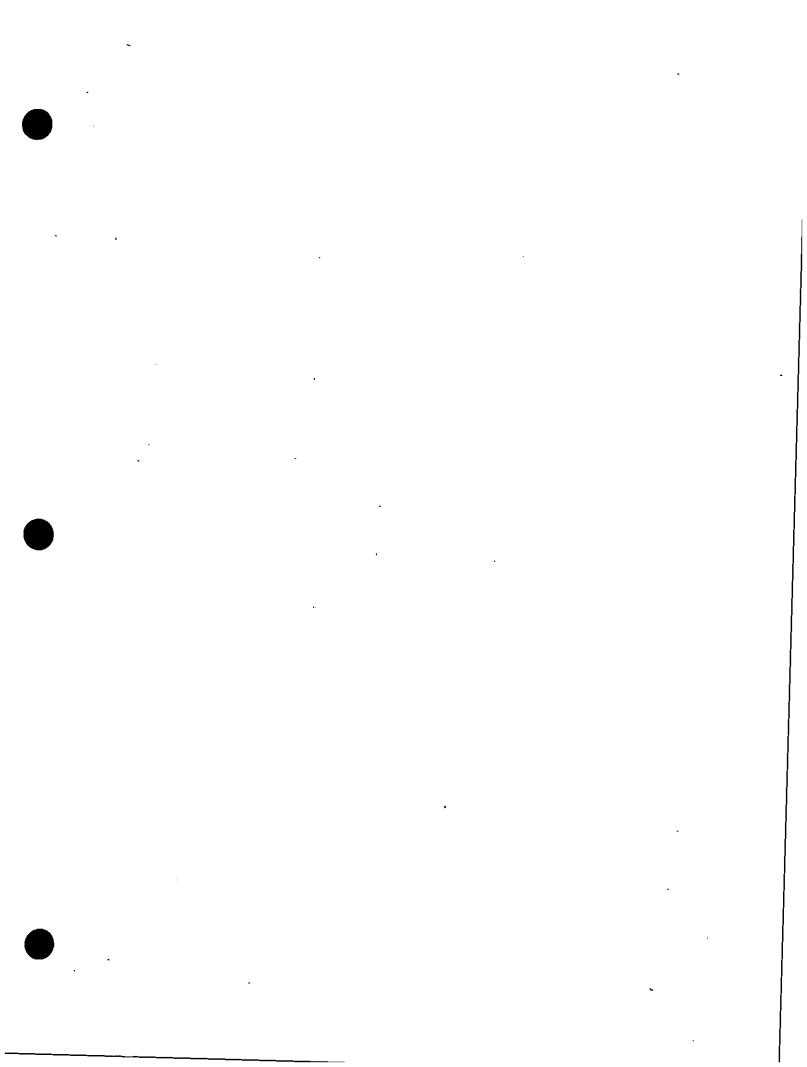
MINNESOTA STATE LOTTERY - Roseville, Minnesota: Impact study on the economic benefits of the Minnesota State Lottery in the State of Minnesota on local and state economies and tax revenue generated to the state and federal government.

MISSISSIPPI BAND OF CHOCTAW - Choctaw, Mississippi: Feasibility study and economic impact study on behalf of the Mississippi Band of Choctaw Indians for a proposed casino resort complex along the Mississippi Gulf Coast in Jackson County, Mississippi.

PRAIRIE MEADOWS RACETRACK - Polk County, lowa: Feasibility study for the financing of a complete track renovation and installation of 1,100 slot machines at *Prairie Meadows Racetrack*, including estimates of the impact upon pari-mutuel handle.

QUANTUM ENTERTAINMENT COMPANY - Santa Fe, New Mexico: Feasibility study for a proposed horse track and racino in Hobbs, New Mexico.

#### ADDITIONAL LISTINGS OF ENGAGEMENTS UPON REQUEST



#### PHL Local Gaming, LLC: Diversity Plan

## **Diversity Policy**

PHL Local Gaming, LLC's (PHL) Diversity Plan has been developed to ensure that its proposed casino reflects, in its governance structure, management, employee ranks and suppliers, the composition of its sufrounding community.

PHL understands the significant potential for positive economic and social impact inherent in a successfully operated gaming entity. Secondly, the Company wants to ensure, to the greatest extent reasonably possible, that its human resources, and procurement activities, are inclusive as relates to race, ethnicity, gender, disability, veteran status, sexual orientation, lifestyle, age, or religion.

The Company's Diversity Interaction and goals are outlined as follows:

Equity/Ownership - PHL Local Gaming, from its inception, has been committed to meaningful, substantive levels of diversity within its ownership structure.

In that regard, the Company announced in January 2013 that Walter Lomax, M.D., an African-American physician and businessman, has committed to acquire equity in PHL, which, at the time, constituted 9% of total outstanding equity.

Governance/Board Composition - PHL Local Gaming, from its inception, has committed to meaningful and substantive levels of diversity within its Board of Managers.

To that extent, the Company, in its announcement of its initial group of directors, included Bennett Lomax, prominent African-American lawyer; and CEO of a private investment firm, as a board member. The Company is also committed to the addition of at least one female board member, in future announcements related to board composition.

#### Workforce

PHL Local Gaming, LLC's commitment to workforce diversity is broadly quantified as follows:

- The casino workforce will be comprised 35 percent of iminorities, 50 percent of females
- The construction workforce will be comprised 35 percent of minorities, 7 percent of females
- PHL is also committed to the engagement of apprentices as part of its construction workforce. The diversity in its apprentice workforce will be 50 percent minority, 7 percent female

#### Supplier Diversity

- In the area of construction, PHL has committed to a target which includes 32 percent of contract revenues being allocated, through a competitive bid process, to minority vendors and suppliers, and 15 percent being allocated to female vendors and suppliers.
- In the area of procurement of goods and services at its permanent casino operation, PHL has committed to a target which includes 35 percent of its contract revenue being allocated, through a competitive bid process, to minority vendors and suppliers, and 15 percent being allocated to female vendors and suppliers.

#### Youth Training

To ensure the achievement of its apprentice diversity goals, PHL has provided a youth training mandate to its construction manager.

#### Local Inclusion

Fundamental to PHL's mission is its commitment to emphasize local employees in its construction plan and operations, and to give preferences to local vendors who bid on PHL contracts.

#### Workforce

PHL is committed to utilizing the employment model that its principal owner, Joseph G. Procacci, has utilized at his company, Procacci Brothers Sales Corp., over the past 65 years.

That policy has resulted in the company having a current workforce that is 75% comprised of Philadelphia residents and 35% comprised of residents of its neighboring South Philadelphia communities.

PHL Local Gaming's human resources management plans will be designed to produce the same favorable employment outcomes for its proposed casino.

#### Construction/ Procurement

To facilitate the achievement of meaningful local inclusion in contracts let by PHL, during construction and into permanent operations, the company has committed to providing additional points in its bid evaluation processes to all firms located in Philadelphia, and to those in the four surrounding, southeast Pennsylvania counties, as follows:

- Philadelphia-based firms bid preference 7%
- Southeast Pennsylvania- based firms bid preference 5%

#### Digital RFQ process

Even prior to the conclusion of the Commonwealth's final selection process, PHL is committed to implementing a digitally enhanced RFQ process to develop a comprehensive list of local, minority, female and other diverse firms that may be interested in, or qualified to bid on its contracts.

#### Banking Relationship/ Minority Bank

PHL has committed to a meaningful, supportive and cooperative relationship with United Bank of Philadelphia, an African-American-controlled bank. Many of the activities with that bank will be initiated with PHL Local Gaming, even prior to the conclusion of the Commonwealth's bid process.

#### W/B /DBE Inclusion on Bid Processes

PHL departments that have delegated purchasing authority will be strongly encouraged (required, when possible) to solicit bids from at least one W/M/DBE in every bid process.

#### Unbundling

PHL will indentify and carve out pieces of larger contracts that smaller W/M/DBE suppliers can handle, as direct bidders.

#### Procurement Partnerships

PHL will partner large national suppliers with smaller, local and regional suppliers

#### I. <u>Diversity Plan Procedures</u>

PHL Local Gaming LLC's ("PHL") Diversity Plan is intended to facilitate equal employment opportunities throughout its workforce and insure equal opportunities in its purchasing and contracting efforts.

- PHL is committed to recruiting, employing, training and advancing people without regard to race, color, national origin, ancestry, sex, sexual orientation, sexual identity and expression, marital status, family status, lifestyle, age, culture, religion, military and veteran status, citizenship, or disability.
- PHL is committed to offering opportunities to vendors, suppliers, contractors and other service providers from throughout the City of Philadelphia and into the surrounding four Southeastern Pennsylvania counties to enhance the participation of all groups in the success of our facility and to insure opportunities for the inclusion of minority- and women-owned businesses.
- PHL will require that its contractors and vendors practice equal opportunity policies when they deal with others who provide goods or services to us.

#### .II. EQUAL EMPLOYMENT OPPORTUNITY

Policy :

PHL recognizes that equal treatment of employees on the basis of merit will consistently maintain PHL's effectiveness in operating its gaming business while further enhancing the economic progress and professional growth of its employees.

PHL's senior management and employees, will comply with both the intent and spirit of federal and state legislation, as well as Pennsylvania Gaming Control Board ("Gaming Board") regulations, in providing affirmative action and equal employment opportunity without regard to race, color, sex, national origin, creed, age, ancestry, marital status, nationality, liability for service in the U.S. Armed Forces, disability, perceived disability or status as rehabilitated offenders, except when age or sex are bona fide occupational qualifications or when reasonable accommodation for mental or physical disabilities cannot be made due to an undue hardship on the operation of its business or if the disability presents a real and imminent danger to the safety of the individual or others in the workplace.

PHL's management will take reasonable, positive steps to comply with this policy while fulfilling its mission statement which is to provide fun, excitement and entertainment for its customers, to reach its goal to maximize profitability, and to accomplish this by relying on a staff of dedicated, satisfied customer-oriented employees to both attract new customers and serve a broad base of repeat customers.

#### Procedures

To make certain that employees, prospective employees and others are aware that PHL is an Equal Opportunity Employer, the following steps will be taken:

#### Internal Dissemination

- 1. PHL's EEO policy will be indicated in its Employee Handbook. The Handbook will be distributed to all employees, each of whom will be required to sign a statement that he or she has read and understands the policies set forth therein.
- 2. Information concerning the EEO program will be included in new employee orientation training which will be mandatory for all newly hired employees.
- 3. Affirmative action efforts will be discussed on a periodic basis at executive staff meetings.
- 4. Supervisory personnel will acquaint their non-supervisory employees with the EEO policy and their individual responsibilities for implementing it:
- 5. Employment applications will state that PHL is an Equal Opportunity Employer and has an affirmative action program.
- 6. Job postings will state that PHL is an Equal Opportunity Employer.
- 7. EEO signage will be posted in the Human Resources office and in other back of the house areas.

#### External Dissemination

- 1. PHL will notify employment agencies and other recruitment sources of PHL's policies for equal employment opportunity and affirmative action and advise them that referrals should include both minority and female candidates.
- 2. All employment advertisements placed in newspapers or advertising mediums will make reference to PHL as an Equal Opportunity Employer.
- 3. PHL will notify contractors, subcontractors; vendors and suppliers of PHL's policies for equal employment opportunity and affirmative action, and will incorporate an equal opportunity clause in all contracts, leases and purchase orders.

4. PHL will notify local minority and women's organizations, community-based organizations, secondary schools and colleges of PHL's policies through various means; including but not limited to attending functions and meetings, drafting and sending letters, and making telephone contacts.

#### III. <u>DIVERSITY PLAN IMPLEMENTATION</u>

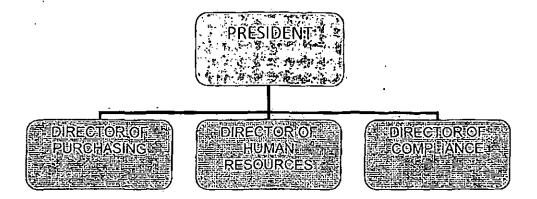
In order to foster successful inclusion programs for employees and vendors, it is critical to have support from the top down. Accordingly, PHL will establish a Diversity Committee to insure compliance and effectiveness in advancing the Company's diversity initiatives. The Committee will act as a facilitator of change to set agendas, and to internally and externally market the Company's goals and objectives.

#### **Diversity Committee**

The Diversity Committee sets the diversity vision and objectives for PHL. The Committee will meet quarterly, at a minimum, to monitor current initiatives as well as set the direction of future programs. The Committee's duties will include:

- Developing policy statements and diversity programs to effectuate the Diversity Plan.
- Crafting and executing internal and external communication.
- Designing a reporting program that will:
  - Measure the effectiveness of the Diversity Plan against established metrics;
  - Identify areas with opportunities for improvement;
  - Determine the degree to which objectives have been attained;
  - Provide all required statistical reports and documentation to the Gaming Board, as required.
  - Assist the purchasing department in fulfilling the goal of creating participation opportunities for diverse groups in the supply of goods and services to the facility.
  - Aid the purchasing department in the development of a diverse vendor and supplier data base in order to better ensure participation by minority, women, and disadvantaged business entities.

The following table shows a sample organization chart\* comprising the Diversity Committee.



PHL's diversity initiatives will fall into three distinct areas, briefly summarized here and more fully described below.

- Human Resources: provides opportunity to all minority employees and applicants. Provides training and education programs to promote and develop current and prospective employees. The goal is to have a representative workforce which mirrors the demographics in and around the communities in which PHL is located.
- Procurement: provides opportunities to Women, Minority and Disadvantaged Business Enterprises ("W/M/DBE") firms.
- Construction: provides opportunity to minority and women owned contractors and facilitates collaboration between large contractors and subcontractors.

PHL will insure a system is in place that provides for accountability.

This is a proposed organization chart. If licensed, PHL will work with the Gaming Board staff to insure compliance with all regulations.

#### A. Human Resources

#### Overview

PHL is committed to insuring a diverse workforce through recruiting and training efforts. PHL also understands that diversity is about far more than just race and gender: Diversity includes factors such as personality, family and parental status, educational background, religious beliefs and work experience. Thus, having a truly diverse work environment benefits all employees by nurturing more effective teams, reducing conflict on the job and creating a greater understanding of its customers:

#### Recruitment

- A list of job openings will be distributed on a regular basis to recruitment sources with the ability to reach disadvantaged persons, community action agencies and minority sources.
- A fist of job openings will be distributed on a regular basis to local educational facilities, including colleges, universities, community colleges, trade schools and other organizations that are involved in higher education.
- PHL will also have an informational employment section on its website and list available job openings, and, when possible, links to community action agencies with which PHL has partnered.
- Available positions at PHL will be posted on its website with a brief description and minimum requirements, giving all qualified internal employees and qualified external applicants an opportunity to apply.
- When advertising for employment opportunities, PHL will advertise using typical advertising mediums, including advertising in minority publications in local and surrounding communities, and other publications designed to reach a diverse pool of applicants.
- Human Resources will take appropriate measures to identify and coordinate recruitment efforts with employment sources serving disadvantaged and minority persons.

PHL's employment advertising will target the local areas of diversity to include but not be limited to the following

- State, county and local employment agencies
- Local minority Chambers of Commerce
- · Local Universities, Colleges, Community Colleges and Trade Schools
- · Local community centers

#### Employment Center and Job Fairs

PHL will have an employment center located near the facility. In addition, our employment staff will conduct job fairs in the local community.

#### Training & Development

PHL's commitment to its employees does not stop at the recruitment phase. Once hiring begins, which is expected to occur between 3-4 weeks prior to opening, each employee will be trained to include the following:

- · Orientation to the Company and Property
- Specific on-the-job training
- · Diversity Awareness Training
- Compulsive and Problem Gaming Awareness

The Diversity Committee will work with the Director of Human Resources and will provide general guidance to the property regarding the specific focus for the property and the related Diversity Plan which will include:

- A periodic review of the employment process to examine where employment opportunities are being advertised and whether Human Resources is reaching out to all diverse backgrounds:
- A look at the diversity in the management ranks and benchmark where it is today and look ahead to tomorrow. Ideally, our management diversity would mirror the surrounding markets served by our business. The Diversity Committee will look at new recruiting resources when positions become open.
- Increased level of participation in diversity memberships at the local level.
   A representative will be assigned to take part in the luncheons and networking events. (i.e., Chamber of Commerce) and document their attendance at these events.
- Establishing a Diversity Bulletin Board to be displayed in back-of-house corridors to be changed periodically with the above information, including the Diversity Plan, and contain communications on diversity programs. Other items to include on the Bulletin Board are:
  - Corporate memos that address all employees
  - Property Diversity Initiatives

PHL is committed to providing a workplace in which its employees feel comfortable and believe that they are given the opportunity for advancement. This translates to a fun and comfortable atmosphere for its customers. PHL can accomplish this by having a well trained and attentive employee base that is representative of the local communities and markets services by its business. It prides itself on the training and development of each individual team member. By emphasizing the career development of each team member, PHL ensures the retention of its most important asset ... its employees!

#### Complaint Resolution

PHL will encourage fair treatment of all employees and discourage the harassment; intimidation or coercion of any employee. The process to resolve discrimination and, harassment complaints will be as follows:

- If an individual feels that he or she has been a victim of harassment or discrimination in any form by a manager, supervisor, co-worker, customer, client or any other person in connection with his or her employment, the employee should notify his or her supervisor, and an assigned member of the Human Resources Department, of the alleged incident or problem immediately. If the complaint involves the team member's direct supervisor or someone in the team member's direct line of supervision, he or she should contact the assigned member of the Human Resources Department. If an employee is uncomfortable with discussing this matter with the designated manager and/or supervisor or is not satisfied with the action taken by the designated manager and/or supervisor, he or she may select to bypass these individuals and notify the Human Resource Department immediately.
- Supervisors and managers should take each complaint of harassment/discrimination seriously and should not make judgments or render opinions as to the validity of the complaint. Each complaint brought to the attention of a supervisor/manager must be reported to the Human Resources Department by that supervisor/manager immediately.
- All allegations will be investigated by the Human Resources Department in a timely and confidential manner. They will take appropriate corrective action when warranted. Any team member who is found, as a result of an investigation, to have engaged in harassment or discrimination is in violation of this policy and will be subject to appropriate disciplinary action, up to and including termination of employment. Retaliation in any form against any team member who exercises his or her rights to make a complaint is strictly prohibited and will itself be cause for appropriate disciplinary action up to and including termination of employment.

#### B. Procurement

#### Procurement Diversity Fundamentals

- Departments that have delegated purchasing authority (i.e., Marketing, facilities) will be strongly encouraged (required when possible) to solicit bids from at least one W/M/DBE in every bid process.
- PHL will identify and carve out pieces of large business that smaller WIM/DBE suppliers can handle. The Diversity Committee will coordinate with PHL Procurement and work with suppliers to determine opportunities. PHL/will also document and market these successes.
- Many smaller suppliers typically provide services/products that are not specific
  to the general purchasing functions. All departments will be accountable to the
  General Manager to make their best efforts to include W/M/DBEs in their
  bid process.
- · PHL will participate in local diversity organizations.
- We will identify staffing resources which will have responsibility for identification and development of W/M/DBE supplier base.
- · Establish mentoring and facilitation programs.
- Increase public awareness by communicating procurement opportunities.
- · Partner large national suppliers with local and regional suppliers.

#### Procurement Initiatives

- Community Outreach Establish participation and representation in national and local supplier diversity councils.
  - Identify qualified local and regional suppliers by collaborating with state and local organizations and councils.
- Procurement Resources
  - Leverage corporate and current operations staffing resources to implement the Diversity Plan.
  - Internal training and development for diversity programs:

#### Quarterly measurement and reporting programs.

#### Community Outreach

PHL Local Gaming embraces diversity management as a critically important process for ensuring that there is opportunity for broad participation in its casino's economic benefits throughout the entirety of the Philadelphia-area community.

Our commitment to the community has its roots in the desire to reach out and partner with the appropriate local, state; national business/community groups and the regulatory agencies to support our mutual diversity initiatives.

PHL will collaborate and utilize the resources of existing state agencies of the. Commonwealth such as the Pennsylvania Bureau of Minority and Women Business Opportunities ("BMWBO") and the Department of General Services for the purpose of supplier certification verification, small business development and new opportunities.

#### C. Construction

#### <u>Overview</u>

PHL will promote diversity by actively soliciting diverse participation in the bidding and negotiating process, both for contractors and subcontractors, and by fairly and objectively seeking to engage the most qualified contractors, subcontractors, vendors, suppliers and consultants when engaging in construction projects, including new construction, expansion projects and renovation efforts.

#### Community Outreach

To ensure the broadest base of community, minority and women involvement in the construction process in Pennsylvania, PHL will work closely with a number of local economic development organizations to assist in identifying qualified contractors, to include local, ethnic chambers, the Minority Supplier Diversity Council, the Office of Economic Opportunity, and the Women's Business Development Center, among others.

If a qualified W/M/DBE does not meet required bonding requirements, yet is otherwise capable, PHL will encourage partnership with larger qualified businesses to enhance visibility and facilitate growth of the smaller business.

To assure the widest variety of qualified Pennsylvania participants, PHL will create public awareness of the construction opportunities afforded by this project by publicity notices and advertisements. Advertising will be directed to and placed in a variety of outlets, including ethnic-specific media outlets focused in print, television and radio. PHL will also reach out to trade associations.

PHL has discussed several aspects of the Diversity Plan through community outreach and the use of technology. A critical component of this Diversity Plan is supplier

qualification. One of the biggest challenges the smaller suppliers face is that they do not fully understand PHL's business and its associated needs. PHL is very proactive in this area and reaches out to suppliers to explain our business, culture and plans.

#### Contractor Performance Standards

PHL encourages the following high performance standards for its contractors and subcontractors:

- Contractors must be licensed in Pennsylvania in order to encourage growth and positive economic impact on state and local economies.
- Designated contractors will be required to employ licensed. Pennsylvania subcontractors and both will be required to obtain bids from minority and women based businesses where feasible.
- Require participation by the general contractor in a building and construction trades apprentice programs
  - The stated goal of PHL's construction department is to develop a pool of qualified local residents who are able to meet the admission requirements and demands of trade union apprenticeships programs
- Must be a viable business with the appropriate business and contractor licenses
- Possess reliable and timely distribution

- · Must have Internet capabilities
- Be financially stable
- · Offer competitive pricing-
- · Have product or service expertise
- If they are a W/M/BDE, they must be certified as such.

During the bidding and procurement phase, PHL will competitively bid or negotiate every project and seek to include qualified local W/M/DBEs in the process where it is feasible. Contractor and construction management contracts will be sought with companies that have the appropriate experience commensurate with the size, scope and complexity of the project.

Reporting is a key tool that enables us to accurately measure the success of PHL's diversity efforts. Contractors will be required to include minority and women owned businesses in the subcontractor bidding and negotiation process whenever available and maintain accurate records detailing the reasons that any W/M/DBE could not be utilized.

#### D. Reporting

Measurement programs are critical to the success of any diversity program. PHL has outlined many different aspects of its Diversity Plan, but they would be meaningless if it did not have effective, real time tools to measure its effectiveness.

PHL will have quarterly reporting requirements to gauge its effectiveness. PHL will track the following:

- 1. Employment data (i.e., job classifications; salary information, recruitment and training);
- 2. The total number and value of all contracts or transactions awarded for goods and services:
- 3. The total number and value of all contracts awarded to minority and women's business enterprises;
- 4. A list of each contract or transaction awarded to minority and women's business enterprises and the actual value of each contract or transaction;
- 5. The total number and value of all contracts awarded that contain a participation plan;

- 6. The total number and value of all subcontracts awarded to minority and women's business enterprises under contracts containing a participation plan;
- 7. A list of each subcontract awarded to minority or women's business enterprises under contracts containing a participation plan and the actual value of each subcontract;
- 8. A comprehensive description of all efforts made by the regulated entity to monitor and enforce the participation plan;
- 9. Information on minority and women investment, equity ownership and other ownership or management opportunities initiated or promoted by the regulated entity; and.
- 10. Other information requested in writing by the Gaming Board to ensure compliance with the Act.

#### E. Conclusion

In order for this Diversity Plan to be fully effective, PHL needs to work closely with the Gaming Board, other governmental agencies, as well as other advocacy groups. Collaboration and partnership (getting all respective parties to take personal ownership and pride) is truly the key to success. PHL encourages an open dialog with all respective parties as it moves forward on this exciting opportunity.

PHL is continually exploring new ideas and concepts as a responsible business in the gaming industry. The Diversity Plan is not a static document and as it evolves, as relates to our programs and practices, PHL is committed to incorporating appropriate enhancements in its proposed operations in the Commonwealth.

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#### SCHEDULE 5: CURRENT OFFICERS, DIRECTORS/PARTNERS AND TRUSTS

PROVIDE THE FOLLOWING INFORMATION FOR ALL OFFICERS, DIRECTORS/PARTNERS AND TRUSTEES, GRANTORS OR BENEFICIARIES OF A TRUST THAT IS REQUIRED TO BE LICENSED AS A PRINCIPAL UNDER THIS CHAPTER.

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<sup>\*</sup> MAKE ADDITIONAL COPIES AND ATTACH ADDITIONAL PAGES AS NECESSARY.